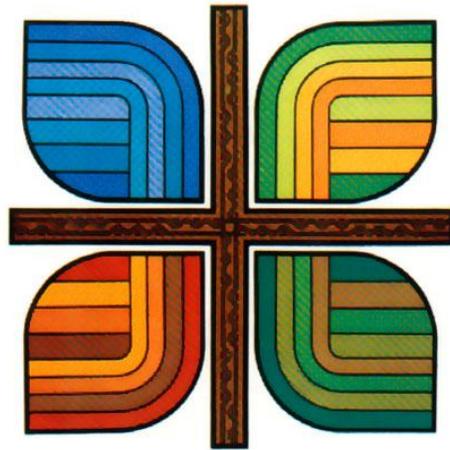


Just Practices of Compensation



Diocese of Des Moines

Updated 2026

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Acknowledgment

The Diocese of Des Moines Compensation Committee wishes to acknowledge and thank the Archdiocese of Dubuque for their consultation and key efforts in compiling the information contained in the accompanying Compensation Guidelines, Job Analysis and Position Level Descriptions materials. We appreciate their willingness to share these materials, which have been adapted to assist the Diocese of Des Moines with this initiative.

Introduction

Since its establishment by Christ, the Catholic Church has been called to preach the gospel to all people, inviting them to walk in ways of faith within the Christian community. The charge to preach the gospel brings with it the responsibility to live and give witness to the gospel, being responsive to the basic human rights of people, among which is the right to employment.

“Employment is a basic right, a right that protects the freedom of all to participate in the economic life of society. It is a right that flows from the principles of justice, which we have outlined above. Corresponding to this right is the duty on the part of society to ensure that the right is protected. The importance of this right is evident in the fact that for most people employment is crucial to self-realization and essential to the fulfillment of material needs. Since so few in our economy own productive property, employment also forms the first line of defense against poverty. Jobs benefit society as well as workers, for they enable more people to contribute to the common good and to the productivity required for a healthy economy.” (Economic Justice for All, #137)

The Church has the responsibility to act justly in the area of employment, both as a witness to the gospel and a model to others, as noted in the following statement of the United States Bishops:

“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.” (Economic Justice for All, #351)

The Church acts justly when it recognizes the inherent worth of its employees and provides a just compensation, permitting the person to grow and live in the dignity given by God to each of us as adopted children.

These guidelines reflect the position of the Church of the Diocese of Des Moines in the area of compensation. It is the result of input from parishes and various groups. It is directed first and foremost to employers as a statement of the principles of compensation, which apply to all employees of the Diocese (excluding ordained clergy and professed religious who are covered in other documents).

The implementation of these guidelines will be challenging and express the ideal toward which we strive. Extensive education of those in leadership will need to occur regarding these guidelines to permit their implementation. Furthermore education of the laity in general will be necessary to generate the needed resources.

As it becomes effective, it is hoped that we can truly be a sign to others, especially other places of employment, of how to bring the gospel to the "marketplace." Injustices in the local business and industry sectors cannot be a reason for not striving to implement principles of justice within the Church community. The Church can demonstrate leadership by not only striving to be just to its employees but also encouraging the local businesses and industries to do the same.

As parishes/institutions and their employees work toward just compensation, some basic principles for dialogue are recommended. The Church and employees are charged to work together toward justice in a prudent yet timely fashion to implement just practices of compensation.

Dialogue about wages, salaries, and benefits, set within the context of the broad vision of stewardship and the Church's teachings of justice, is a process which utilizes the following principles and practices.

Those persons charged with the responsibility for dialogue approach this process in a professional and discreet manner. Time and effort should be taken on the part of those responsible for this task of dialogue to be educated and informed concerning all of the issues involved. It is important that they are well informed concerning Diocesan policies and practices, salary guidelines, and criteria for employment. Compensation is ordinarily determined through the application of Diocesan standards.

The parties involved are to dialog in an atmosphere of respect, trust, and mutuality. The principals of confidentiality and discreteness in establishing compensation are to be followed. The dialogue should reflect gospel values and is not to be adversarial, hostile, negative, nor demeaning.

Once all parties have reached agreement on compensation, employees of the Church approach their employment with the understanding that they share in the ministry and work of the Church. This presumes a collaborative, supportive and positive environment that reflects gospel values.

These Guidelines do not constitute a contract. If at any time there should be a conflict between these Guidelines and any written contract, personnel policy or handbook, the terms of those documents will govern in all cases.



Compensation Principles and Guidelines



Relationships

The employer-employee relationship and the quality of the workplace assume some unique characteristics for those who are employed by Church related agencies and institutions. Because the Church is “the people of God” and together we are “one body,” the employee not only works, but participates in the mission and ministry of the Church. The Church, in developing its own workplace areas should provide a setting for practicing and experiencing gospel values at work.

The workplace is to be healthy and safe. Concern and respect for the individual should be evident throughout the workplace. Individuals should be able to work in peace and harmony, free from any forms of intimidation or harassment. As part of the call to form Christian community, the employer and employee maintain a relationship that is collaborative, supportive, and positive.

The relationship of employers to employees is outlined in numerous Church documents. Saint John XXIII's *Pacem in Terris* identified those rights associated with human dignity. These include the following:

- Right to life (food, clothing, shelter, rest, medical care and essential social service);
- right to security in situations of sickness, old age, disability, unemployment, inability to work and widowhood;
- right to education and opportunities for advancement; and
- right of assembly and association.

The U.S. Bishops became even more specific about what is required for the dignity of the worker:

“All persons also have a right to security in the event of sickness, unemployment, and old age. Participation in the life of the community calls for the protection of this same right to employment, as well as the right to healthful working conditions, to wages, and other benefits sufficient to provide individuals and their families with a standard of living in keeping with human dignity, and to the possibility of property ownership. These fundamental personal rights—civil and political as well as social and economic—state the minimum conditions for social institutions that respect human dignity, social solidarity, and justice. They are all essential to human dignity and to the integral development of both

individuals and society, and are thus moral issues.” (Economic Justice for All, #80)

“The dignity of workers also requires adequate health care, security for old age or disability, unemployment compensation, healthful working conditions, weekly rest, periodic holidays for recreation and leisure and reasonable security against arbitrary dismissal.” (Economic Justice for All, #103)

An employer is entitled to receive the work for which the wage was agreed upon. An employee's unwillingness or inability to perform the agreed upon work or to participate in this special type of relationship might lead an employee to seek other employment or an employer to take actions to terminate the work relationship.

Notwithstanding the right to just compensation, employees should be encouraged to be of service both in and outside the workplace.

Stewardship

“Honor the Lord with your substance and with the first fruits of all your produce.” (Prov, 3:9)

“Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received.” (1 Peter, 4:10)

“The measure you measure with will be measured back to you.” (Luke, 6:38)

“The one who sows sparingly will reap sparingly; the one who sows bountifully, will reap bountifully.” (2 Cor, 9:6-8)

Stewardship is a natural response to God's covenant; it is the celebration of our relationship with God as a member of God's family. It is living a relationship with shared privileges; being chosen to be part of God's family and exercising the privilege of responding to the family relationship by generously caring for the whole family with the resources that God provides; mainly time, talent and treasure.

We are good stewards chosen by God when we appreciate and cultivate our unique gifts. We are good stewards when we learn what God expects of us, taking time in prayer to discern our unique vocation. We are good stewards when we recognize that everything belongs to God, and we are simply caretakers.

A life of stewardship demands a deep belief in the work of the Creator. We respond to God's generosity by deliberately deciding how we will share God's blessings with others. This is not simply a matter of responding to others in need, but of responding to God's gifts proportionate to the blessings we have received.

The ultimate intent of stewardship is not volunteerism or monetary donation, but rather a faith-filled response borne of love. We join in the work of the Church entrusted to us by Christ. Attitudes of “bill paying”; “doing my (our) part or share”; “purchasing a pew or position”; or “giving what we can spare” are not reflective of true stewardship, sacrificial giving, or keeping the covenant.

Contemporary attitudes of secularism and consumerism threaten the core of stewardship. These attitudes flow from the concern of “what’s in it for me” and efforts to acquire one’s purpose and value in the things of this earth. Selfish attitudes tend to weaken the community and its ability to respond to the universal call to holiness. When all in a community develop the habit of stewardship, the community grows strong, faith is deepened, and the community’s needs are met.

It is only in the context of Christian stewardship that the Church can realize its responsibility for just compensation of its employees. Stewardship also implies that the local community exercise sound management and fiscal responsibility (e.g. development of a budget) of the resources to which it has been entrusted.

Diocese of Des Moines
Father Jim Kiernan Initiative
Guiding Principles on Compensation

Opening Thought:

- **Teresa of Avila** -Christ has no body now but yours. No hands, no feet on earth but yours. Yours are the eyes through which he looks with compassion on this world. Yours are the feet with which he walks to do good. Yours are the hands through which he blesses all the world. **Yours are the hands, yours are the feet, yours are the eyes, you are his body. Christ has no body now on earth but yours.”**

Since its establishment by Christ, the Catholic Church has been called to preach the gospel to all people, inviting them to walk in ways of faith within the Christian community. The charge to preach the gospel brings with it the responsibility to live and give witness to the gospel, being responsive to the basic human rights of people, among which are the right to employment and just wages.

1. Every employee has a right to a just compensation that provides for the ordinary needs of workers. These include not only the bare necessities like food, shelter, clothing, and health care, but also other items to permit a person to live in dignity.
2. All persons also have a right to security in the event of sickness, disability, unemployment, and old age.
3. The dignity of workers requires adequate health care, healthful working conditions, weekly rest, periodic holidays, vacation for recreation/leisure and reasonable security against arbitrary dismissal.
4. It is only in the context of Christian stewardship that the Catholic Church can realize its responsibility for just compensation of its employees. Stewardship also implies that the local community exercise sound management and fiscal responsibility (e.g. development of a budget) of the resources to which it has been entrusted and communicate through transparency.
5. Compensation packages are in response to the economic conditions and cost of living in an area, as determined by reviewing external criteria available from public and private sources. In addition, these packages are non-discriminatory and consistent with teachings of the Catholic Church including current federal, state, and IRS regulations and guidelines.
6. Compensation is ordinarily determined through the application of the Catholic Church’s social teachings, basing one’s compensation upon educational level, experience, level of competence of the individual, and assigned responsibilities as these relate to the position.

Areas Affecting Employment

Wages

I. Principles

The position of the Catholic Church as found in Canon Law states that its administrators of goods are:

“To pay employees a just and decent wage so that they may provide appropriately for their needs and those of their family.” (Canon, 1286)

“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, #2)

“Payment for labor must be such as to furnish workers with the means to cultivate their own material, social, cultural and spiritual lives worthily, and that of their dependents. What this payment should be will vary according to each person’s assignment and productivity, the conditions of the place of employment and the common good.” (Gaudium et Spes, #67, Documents of Vatican, #11, 1961)

“In determining what constitutes an appropriate wage, the following must necessarily be taken into account: first of all the contribution of individuals to the economic effort; the economic state of the enterprises within which they work; the requirements of each community, especially as regards overall employment; finally, what concerns the common good of all peoples.” (John XXIII, Mater et Magistra, #71, 1961)

“In seeking greater justice in wages, we recognize the need to be alert particularly to the continuing discrimination against women throughout Church and society, especially reflected in both the inequities of salaries between women and men and in the concentration of women in jobs at the lower end of the wage scale.” (Economic Justice for All, #353)

“Church teaching does not advocate paying excessive wages which could bring the firm/institution to financial ruin.” (Quadragesimo Anno, # 72)

II. Strategies

1. Every employee has a right to a just compensation that provides for the ordinary needs of workers. These include not only the bare necessities like food, shelter, clothing, and health care, but also other items to permit a person to live in dignity.
2. An education program for employers on how to determine just compensation for employees is developed and offered.
3. Salary scales or ranges exist for all positions and ministries.
4. Just wage pay levels recognize advanced education and/or additional responsibilities assumed in the workplace.
5. Consideration is given to compensation levels in the geographical area.
6. Compensation is reviewed annually.

Retirement

I. Principles

“A third sector concerns the right to a pension and to insurance for old age and in case of accidents at work.” (Laborem Excercens, #18)

“All persons also have a right to security in the event of sickness, unemployment, and old age.” (Economic Justice for All, #80)

“The dignity of workers also requires adequate health care, security for old age or disability...” (Economic Justice for All, #103)

II. Strategies

1. Employers provide a total just compensation package that includes retirement.

2. Standardized education is provided to all eligible employees regarding retirement planning.
3. The most effective retirement plan includes both employer and employee contributions.
4. Employees are offered choices in determining the type of investment options and as much as possible assume personal responsibility for their future retirement.
5. Discrimination between salaried and hourly employees in the percentage of matching funds does not occur.
6. Particular efforts are made to provide for portability and early vesting of retirement benefits.

Health Care

I. Principles

“The Encyclical and the related social teaching of the Church had far-reaching influence in the years bridging the nineteenth and twentieth centuries. This influence is evident in the numerous reforms which were introduced in the areas of social security, pensions, health insurance and compensation in the case of accidents, within the framework of greater respect for the rights of workers.” (Centessimus Annus, 15.6)

“The expenses involved in health care, especially in the case of accidents at work, demand that medical assistance should be easily available for workers, and that as far as possible it should be cheap or even free of charge...” (Laborem Exercens, 19.6)

“Among these rights there should never be overlooked the right to a working environment and to manufacturing processes which are not harmful to the workers’ physical health or to their moral integrity.” (Laborem Exercens, 19.6)

“The dignity of workers also requires adequate health care, security for old age or disability, unemployment compensation, healthful working conditions, weekly rest, periodic holidays for recreation and leisure...” (Economic Justice for All, #103)

II. Strategies

1. Access to health care is easy, administration is minimal, and financing must be streamlined and efficient.
2. Employers offer health insurance coverage to all employees who qualify under the health plan guidelines.
3. Employers provide a comprehensive medical plan for all eligible employees and that a minimum of seventy percent (70%) of the cost for the lowest single premium, plus fifty percent (50%) of the premium for dependent coverage be paid by the parish or institution.

Vacation/Time Off/Holiday Leave

I. Principles

“Another sector regarding benefits is the sector associated with the right to rest. In the first place this involves a regular weekly rest comprising (at least Sunday) and also a longer period of rest, namely the holiday or vacation taken once a year or possibly in several shorter periods during the year. ” (Laborem Excercens, #19)

II. Strategies

1. The Employer has a written policy that provides for sick days.
2. The Employer has a written policy for personal/vacation and holiday days.
3. Leaves are granted in accordance with the Family Medical Leave Act.
4. Employees are eligible for bereavement leave at the time of the death of family members (spouse, children, siblings, parents, grandparents, grandchildren, parents of spouse, brother-, sister-, son- or daughter-in-law, and religious community relationships.) Recommendation is a maximum of three days.
5. Employees have a right to a vacation.

Unemployment Compensation

I. Principles

In this regard, *Rerum Novarum* points the way to just reforms that can restore dignity to work as the free activity of people. These reforms imply that society and the State will both assume responsibility, especially for protecting the worker from the nightmare of unemployment. Historically, this has happened in two converging ways: either through economic policies aimed at ensuring balanced growth and full employment, or through unemployment insurance (for school employees as parishes are exempt from providing unemployment insurance) and retraining programs capable of ensuring a smooth transfer of workers from crisis sectors to those in expansion.

“The obligation to provide unemployment benefits, that is to say, the duty to make suitable grants indispensable for the subsistence of unemployed workers and their families, is a duty springing from the fundamental principle of the moral order in this sphere, namely the principle of the common use of goods or, to put it in another and still simpler way, the right to life and subsistence.” (*Centissimus Annus*, 15.2)

II. Strategies

1. School employees have a right to state unemployment insurance compensation.
2. School employers participate in the state unemployment insurance program. Parishes are exempt from the state unemployment program.
3. In cases of involuntary termination for employees not covered under the state unemployment insurance program, locations will have a written severance program.

Disability

I. Principles

“The Encyclical and the related social teaching of the Church had far-reaching influence in the years bridging the nineteenth and twentieth centuries. This influence is evident in the numerous reforms which were introduced in the areas of social security, pensions, health insurance and compensation in the case of accidents, within the framework of greater respect for the rights of workers.” (Centessimus Annus, 15.6)

“The dignity of workers also requires adequate health care, security for old age or disability, unemployment compensation, healthful working conditions, weekly rest, periodic holidays for recreation and leisure...” (Economic Justice for All, #103)

II. Strategies

1. Eligible employees are covered under the Long-Term Disability group insurance program.
2. Efforts are made to accommodate the needs of disabled employees in accord with those provisions of the “American with Disabilities Act” which relate to religious institutions.

Workers Compensation

I. Principles

“The Encyclical and the related social teaching of the Church had far-reaching influence in the years bridging the nineteenth and twentieth centuries. This influence is evident in the numerous reforms which were introduced in the areas of social security, pensions, health insurance and compensation in the case of accidents, within the framework of greater respect for the rights of workers.” (Centessimus Annus, 15.6)

“Among these rights there should never be overlooked the right to a working environment and to manufacturing processes which are not harmful to the workers’ physical health or to their moral integrity.” (Laborem Exercens, 19.6)

***“The dignity of workers also requires adequate health care, security for old age or disability, unemployment compensation, healthful working conditions, weekly rest, periodic holidays for recreation and leisure...”
(Economic Justice for All, #103)***

II. Strategies

1. All employees are covered under the workers compensation program.
2. Employers provide information on safety in the workplace.

Dismissal

I. Principles

Due process is based upon the belief that rights and freedoms cannot be abridged without justification and those persons in authority are responsible to protect the rights of those within their jurisdiction. In the Diocese, the preservation of rights and the resolution of disputes are protected through due process.

The employment of competent personnel within the Diocese is the responsibility of those charged with the administration of programs.

The Diocese seeks to minimize the necessity for termination of employment by means of a positive program of staff recruitment and development. Initial preventive measures are taken whenever recruiters select personnel who have the qualities and competencies for professional growth. For all staff members, development is an expected way of life. Provisions are made at every level to meet the needs of staff members in order that they in turn might be more effective in their work. If dismissal becomes necessary, the terms of a duly signed contract (teachers and administrators only) or employee handbook must be followed.

II. Strategies

1. Standardized education is provided to all employees regarding dismissal procedures.
2. Employers follow Diocesan dismissal procedures, minimizing litigation.

Staff Development/Continuing Education

I. Principles

“Any comprehensive employment strategy must include systematic means of developing the technical and professional skills needed for a dynamic and productive economy. Investment in a skilled work force is a prerequisite both for sustaining economic growth and achieving greater justice in the United States. The obligation to contribute to this investment falls on both the public and private sector...” (Economic Justice for All, #159)

II. Strategies

1. Staff development opportunities designed to enhance and maintain staff skills must be provided. Employees are expected to attend.
2. The employer will encourage employees to obtain job related Continuing Education Units required to maintain state licensure in approved programs.
3. Compensation may be provided for job related courses and workshops required to maintain any necessary or desired certification.
4. When compensation is provided, requirements for a course, workshop, or spiritual retreat to be approved include:
 - a. Sessions taken through an accredited institution of advanced learning, including but not limited to, colleges, community colleges, universities, technical schools and licensed and accredited correspondence schools or agencies which provide workshop and seminar opportunities.
 - b. Enhances the employee's effectiveness in his or her position.

Performance Appraisal/Evaluation

I. Principles

Employees have the right to have their work performance evaluated. This right obligates both the employee and employer. Employees are expected to grow in their ministry and to enhance the services they provide for the Church. Employers should periodically, at least annually, meet with employees to mutually discuss performance, areas for growth, accomplishments, as well as any performance improvement factors.

Other

Below are some other types of “compensation” which might be considered.

1. Meals are a benefit that may be offered.
2. Employer provided transportation; if provided, the personal use of an employer owned automobile is taxable.
3. Mileage reimbursement; a reimbursement rate established annually by the IRS for employees’ use of personal vehicle for work related travel.
4. Tuition remission; reduced tuition for dependents of the employee is tax-free at diocesan schools as long as the benefit is offered to all employees.

Each of the areas above includes a presentation of relevant principles from Scripture/Church documents, in addition to recommendations and strategies. While all areas apply to all employees, benefits for part-time employees may be pro-rated based on the number of hours worked. For purposes of this document, the following definitions apply:

Full-time Employees are individuals working 28 hours (for purposes of benefit eligibility) or more a week on a regular basis.

Part-time Employees are individuals working less than 28 hours a week on a regular basis.

For employees working less than 28 hours per week on a regular basis, all benefits may not necessarily be prorated. Professional or non-professional educators employed prior to June 1, 2002, working 20 hours or more per week, and who are already enrolled in the various insurance programs will remain eligible for Diocesan group benefits.

Shared Employee From time to time, an employee may be working for one or more employer within the diocese. A Shared Employee Agreement can be created where one of the locations acts as the employer offering the employee the opportunity for full time employee benefits. The employer creates an agreement with the one or more locations for whom the employee is working and bills those location(s) the cost. The cost includes wages, taxes and benefits. This is a voluntary opportunity and is encouraged in order to provide benefits to the employee.



Job Analysis Program



Job Analysis Process

What is the purpose of job analysis?

A job analysis is used to determine:

- The level of each position within the parish/institution
- The relationship of each position to others in the parish/institution
- The recommended pay level for each position in the parish/institution

Who should do the job analysis?

The pastor, administrator or the person who supervises the position completes the analysis. This may be done in collaboration with the person who currently holds the position and the council/board chairperson.

Materials needed in addition to this document:

1. Written Job Description for each position
2. Job Analysis Scoring Sheet (Appendix A)
3. Blank Comprehensive Parish/Institution Job Classification System Form (Appendix B)
4. Parish/Institution Pay Scale for each Job Classification (See recommended pay scales from the Diocesan Human Resources Office – Appendix C)

Steps for completing a job analysis:

1. Review one position at a time.
2. Using the written job description, consider this position in relationship to all the jobs with this same job title across the Diocese. (Consider size of parish/institution, scope of responsibilities, education and experience required, etc.)
3. Read the Position Level Descriptions for each job analysis factor and determine which level most closely describes this position.

4. Using the Job Analysis Scoring Sheet, assign a number within the range given for that level. The number should relate to the degree to which the job matches the description. (Example: If there are 5 statements in the level description and only 3 apply, the higher number would not be selected.) The point total will be a number from 0-400. That number relates to the classification level and the pay level.
5. After completing the analysis of each position, create a classification system for your parish/institution which includes each job title and how each compares in relationship to the others. (See "Sample Comprehensive Parish/Institution Job Classification System" – Appendix D)
6. Determine pay for each position based on the classification level as it relates to the local salary scale.
7. After completing all of the above, determine whether the person in the position is at the expected level for each job factor. This determination could modify the level of pay for an individual. (Example: A Master's Degree is expected but the person in the job holds only a Bachelor's Degree, in which case, this person may then be placed at a lower pay level.)

Special Note: School Administrators and teachers are not included on the Job Classification System or the Pay Scales since educator compensation is compared with the market value of education in the public sector.

Job Analysis Factors/Level Descriptions

Following is a definition of each of the job factors which can be used in the job analysis process. These job factors will provide one system for reviewing each of the jobs within the parish/institution and can become the basis for determining the level of the job and consequent pay.

Information concerning these factors as they relate to individual jobs should be determined from the job description, analyzed and scored according to the predetermined criteria below. The levels for each job factor are presented in ascending order.

Factor 1

Responsibility to Represent the Church and/or to Model Its Mission

This factor measures the extent to which formal responsibility exists in the position to articulate the values, beliefs, and teachings of the Church, to model and encourage living out of Catholic values, to convey Church culture to others and to assume a role model posture.

Level 1:

Positions at this level do not have responsibility to articulate the values, beliefs, and teachings of the Church. While expected to live one's life according to Catholic teachings, the position has no assigned responsibility to convey Church culture to others or to exercise a role model posture.

Level 2:

Positions at this level would rarely have responsibility to articulate the values, beliefs, and teachings of the Church. While expected to live one's life according to Catholic teachings, the position would rarely, if ever, be asked to convey Church culture to others or to exercise a role model posture.

Level 3:

Positions at this level are seldom required to formally communicate Catholic beliefs, culture or values as part of position requirements. While expected to live one's life according to Catholic teachings, the position

seldom has requirements to convey Church culture to others or to exercise a role model posture.

Level 4:

Positions at this level are periodically required to communicate Catholic beliefs, culture and values as part of ongoing position responsibilities. Positions rated at this level are periodically required to formally articulate the values, beliefs and teachings of the Church. The position, by nature of job tasks, is expected to model and encourage the acting out of Catholic values, to convey Church culture to others and to exercise a role model posture.

Level 5:

Positions at this level frequently have a formal requirement to communicate Catholic beliefs, and to role model the Catholic faith. Positions rated at this level are required to articulate the values, beliefs, and teaching of the Church. The position, by the nature of job tasks, is expected to model and encourage the acting out of Catholic values, to convey Church culture to others and to exercise a role model posture.

Level 6:

Positions at this level have the highest responsibility to role model the Catholic faith. The purpose of the position is to articulate the values, beliefs, and teachings of the Church. The position has a constant and ongoing responsibility to model and encourage the acting out of Catholic values, to convey Church culture to others and to exercise a role model posture.

Factor 2

Job Knowledge

This factor measures the ability, skill and knowledge base that are required to fulfill position responsibilities. This factor includes education, previous work experience, theological knowledge, and specific skills necessary to perform the assigned work. Raters should consider the level of knowledge and job understanding required, as well as the investment of the amount of time and effort to acquire this knowledge base and skill. Raters should also consider the degree and frequency with which the knowledge base must be accessed, studied, and/or applied to work situations or problems. Raters should further consider whether more than one knowledge base is necessary to complete work, i.e. managerial, technical, etc.

Level 1:

Positions at this level require skills, training and/or knowledge base equal to a high school education or equivalent. Skills and abilities often include mathematical computations, operation of minor/small equipment, reading of directions, etc. Previous work experience of up to 12 months may be required.

Level 2:

Positions require abilities, skills, training and/or knowledge base equivalent to senior level technician or paraprofessional capacity. Positions at this level require abilities, skills, training and/or knowledge base equal to those gained in a two year general education, technical or vocational program beyond high school. Positions which require certificates or licenses which are earned in a training program of one to two years in length should also be placed at this level. Positions at this level may be generalists whose knowledge base must cover a variety of areas, but not great depth. Two to four years of previous related experience is typically required.

Level 3:

Positions at this level require abilities, skills, training and/or knowledge base equivalent to an entry level professional. Education, including a four year degree beyond high school, or equivalent experience is typically required, where substantial portion of knowledge is acquired. Position requires broad knowledge of a number of business/public sector areas, or specialized knowledge of a professional discipline. Work experience is desirable but not required if education directly relates to work assignments.

Level 4:

Positions at this level require abilities, skills, training and/or a knowledge base equivalent to an intermediate level professional or supervisory position. Education will typically include a four year degree with a minimum of one third of the requirements toward a master's degree in an area related to the job responsibilities. Positions will typically require 2-4 years of directly related experience. Work may be a more generalized professional role, or specialize in one particular function.

Level 5:

Positions at this level require abilities, skills, training and/or a knowledge base equivalent to an advanced, experienced professional. Educational requirements will often include a master's degree in an area related to job responsibilities. Knowledge of multiple areas and skills are required by the positions. Positions require five to eight years of related previous experience, and are considered advanced specialists or managers with

broad responsibilities.

Level 6:

Positions at this level require abilities, skills, training, and/or a knowledge base equivalent to executive level, or senior Church level responsibilities. A master's degree in an area related to job responsibilities is required. Knowledge of entire organizational systems, theories and practices are required. Widely diverse skills are necessary for job performance. Positions require eight or more years of related, progressively responsible, experience.

Factor 3

Leadership

This factor measures the extent to which a leadership role or responsibility has been integrated into formal job assignments. This factor also considers the amount of responsibility for assisting the parish/institution or faith community in creating a vision, for implementing strategic planning, the responsibility for decision making, the requirement for personal initiative and creativity, as well as the resulting impact from leadership responsibilities on the parish/institution or faith community in terms of image, service or financial outcomes. Raters should also consider the responsibility for the management of Church employees, monetary and physical assets.

Level 1:

Positions at this level have no formal leadership responsibility, but are charged with understanding and individually acting in accordance with the values and mission of the Church. No assigned responsibility for decision making, creativity or strategic planning.

Level 2:

Positions at this level have no assigned responsibility for leadership but are expected to clearly act in accordance with values and vision, especially interactions with those who use the services of the Church. May be asked to train and/or orient others, including information regarding culture and values, or be requested to participate in workshops to improve Parish procedure or operations. The responsibility for decision making or the requirement to generate new ideas, innovate from current practice or create original work is only incidental to other aspects of the position.

Level 3:

Positions at this level have an assigned leadership function. Positions are expected to act in accordance with stated values of client satisfaction, and communicate Church/parish culture and philosophy through their interactions. Positions at this level have the responsibility to communicate internally the vision of the Catholic Church and/or parish. Lead positions are normally found at this level. Positions at this level have occasional responsibility for decision making and/or the creation, development, design or problem solving of new programs, methods, systems, procedures, or policy issues.

Level 4:

Positions at this level are expected to function in a leadership role by clearly demonstrating and acting in accordance with Church and parish values and serving as a role model for others. Positions at this level have a responsibility to either assist in the creation or communicate the vision of the Catholic Church and/or parish. Professional, senior technical staff, and supervisory positions are assigned to this level of responsibility. Positions at this level have a frequent responsibility for decision making and/or the creation, development, design or problem solving of new programs, methods, systems, procedures or policy issue. A large part of the work time is spent on decision making, creative or developmental endeavors requiring both original work and substantial refinement of previous practices.

Level 5:

Positions at this level serve as spokespersons for the Church/parish and are responsible for developing the vision and articulating the values and culture of the Church/parish. Positions are formally required to act as role models for others, and to present the Church/parish in a positive fashion. Mid level management positions are assigned this level of leadership responsibility. Positions at this level have a substantial responsibility for decision making and/or the creation, development, design or problem solving of new programs, methods, systems, procedures, or policy issues. Creativity is an extremely important aspect of the position.

Level 6:

Positions at this level assess Church/parish vision, culture and values and develop and formulate plans to enhance and explain them to others. Positions also have the highest responsibility for actively demonstrating their leadership role both within the Church/parish and the community. Positions which have the most senior of leadership roles are found at this level. The requirement for decision making and/or to create new ideas and/or original work is the primary function or reason for existence of the position.

Factor 4

People Skills

This factor measures the amount and characteristics of personal interaction with others. Items for consideration include the requirement to interact with the public, the need to work with individuals or teams, and listening and communication skills. Other items of importance are the degree of responsibility to be pastorally present, responsibility to deal with conflict, and the responsibility to relate to different cultures. Further items of consideration include the frequency of contacts with others; the breadth of interactions (internal vs. external) and the position level of persons interacted with. Raters should also assess the need for cooperation, negotiation, sensitivity, tact, and the consequences of the interactions.

Level 1:

Positions at this level rarely have responsibility for contact with individuals, other than other Church or parish/institution employees. The primary contacts are made within the individual's own work group. The contacts normally concern information of a routine nature and have a limited ability to significantly impact institutional operations or outcomes. Contacts are normally made on an informal one-to-one basis.

Level 2:

Positions at this level primarily have contact with Church or parish/institution employees only. These contacts are normally made within the individual's own work group, or with similar positions in a cluster. The contacts normally concern information of a routine nature, but may require some discussion or explanation. Contacts are normally made on a one-on-one basis. The importance of communication of interpersonal skills is incidental to other aspects of the job. Positions may have incidental contact with parishioners.

Level 3:

Positions at this level have occasional responsibility for contact with individuals other than Church or parish/institution employees. Internally, the primary contacts are made within the individual's own work group and other departments or parishes/institutions. The contacts are both of a routine and non-routine nature and require some discussion or explanation. Some adverse or positive consequences may result from these interactions. Contacts can be both one-on-one situations or group settings. Communication and interpersonal skills are fairly important and require some refinement for the successful completion of job

responsibilities. Positions who have substantial contact with the public or volunteers, and whose contact is limited in scope, should also be placed at this level.

Level 4:

Positions at this level have regular responsibility for interaction and communication with a broad range of people, both in individual and group meetings. Contacts may be within the Church or parish/institution structure, with the general public, or with contributors/potential contributors, agencies, volunteers, or other outside organizations. Collaboration and cooperation must be established to accomplish assigned tasks. Adverse consequence to the Church, parish/institution could be significant if interactions are not handled well. Occasional formal presentations are a part of job responsibilities.

Level 5:

Positions at this level have an ongoing, primary responsibility for contact with the public, and may serve as designated spokesperson for the parish/institution. Internally, primary contacts are made to gain information for contacts outside the Parish. Position interactions are regularly non-routine, complex, and require extensive discussion or explanation. The potential of positive or adverse consequences to the parish/cluster because of these contacts is critical. Formal presentations may be frequent. Communication or interpersonal skills are a significant aspect of the job responsibilities, and skills must be highly refined. Frequent contact with Church members, potential donors, donors, volunteers, agencies and/or the media is an integral part of the job.

Level 6:

Positions at this level have a major responsibility for contact with others. The contacts contain non-routine and complex technical, business, or strategic information that requires discussion, explanation, negotiation, persuasion, interpretation and/or analysis. Resulting impact of these contacts is critical to the well-being of the Church or parish/institution. Formal presentations may be a regular part of the position. Communication and interpersonal skills play an overwhelmingly important role in the successful completion of job responsibilities. The primary existence of the job centers around contact with parish/institutional members, potential donors, donors, volunteers, agencies, and/or the media.

Factor 5

Supervision of Others

This factor measures the amount and scope of responsibility for the supervision of others. Consider the level of employees being supervised in terms of technical, professional, non-exempt, exempt, supervisory, and volunteer classifications. Raters should consider the range and types of supervisory functions performed, such as directing work activities, counseling, disciplinary actions, hiring, evaluating, terminating, salary actions, training, etc.

Level 1:

Positions at this level do not have responsibility to provide supervision or daily work direction to others. Position is not supervisory in nature.

Level 2:

Positions at this level have a responsibility to provide regular work direction to peers or subordinates. There is no responsibility to discipline others. Some training of others may be required. Many lead positions are at this level. Positions that provide direction to volunteers are normally found at this level.

Level 3:

Positions at this level have a responsibility to formally supervise others, but on a limited basis. Individuals most commonly supervise those whose work is similar to their own. Some training of others may be required. There is no responsibility to hire or terminate. Some disciplinary action may be taken.

Level 4:

Positions at this level have full supervisory responsibilities including hiring, terminating, disciplinary actions and pay adjustments in a parish/institution where there are other employees but no school. Positions at this level might include final managerial responsibility in the parish/institution program, or positions at this level may be in a setting where there are no other employees but responsibility exists to coordinate, train and supervise a variety of volunteers who are depended upon for major parish/institution program activities.

Level 5:

Positions at this level normally are thought of as having senior managerial level responsibility. These positions have final managerial responsibility and authority in the parish/institution. Positions at this level might be expected to supervise a small to medium sized parish/institution including

a school and/or multiple other programs headed by persons who supervise others. Positions at this level might also include final managerial responsibility in a cluster of parishes. Full supervisory responsibilities and final decision making authority exist in these positions.

Level 6:

Only the most senior or highest levels of managerial/executive positions are found at this level. These positions have final managerial responsibility and authority in the parish/institution. Positions at this level might be expected to supervise a large parish/institution including a school and multiple other programs headed by persons who supervise others. Or this position may have managerial responsibility for a cluster of parishes headed by persons who supervise others.

Factor 6

Confidentiality

This factor measures the requirement and/or job responsibility to work with, handle and maintain sensitive or confidential information. Raters should consider the frequency with which confidential information is handled, the level/degree of sensitivity, and the resulting impact to the local Church/institution or other parties if confidences are breached.

Level 1:

Positions at this level rarely, if ever, work with, handle or maintain sensitive or confidential information.

Level 2:

Positions at this level occasionally work with, handle or maintain sensitive or confidential information. The level or degree of sensitivity is not considered great, with resulting negative impact of breaches in confidentiality being minimal.

Level 3:

Positions at this level regularly work with, handle or maintain sensitive or confidential information. The level or degree of sensitivity is moderate. The resulting negative impact of breaches in confidentiality is such that they could cause embarrassment or liability to those involved.

Level 4:

Positions at this level work with sensitive or confidential information as a regular part of the position's tasks and responsibilities. The level or degree

of sensitivity is moderate to high. The resulting negative impact to the local Church/institution or other parties if confidences are breached is also moderately high. Positions at this level have a formal responsibility to ensure their work as well as the work of their subordinates adhere to established systems and procedures maintaining confidentiality.

Level 5:

Positions at this level have a significant responsibility to work with, handle and maintain sensitive or confidential information. Position frequently works with others in situations where maintaining confidentiality is key. The level/degree of sensitivity of data and/or contacts is normally considered great or substantial. The resulting negative impact to the local Church/institution or other parties if confidences are breached is also considered to be substantial. Position may be required to help create systems and procedures to protect confidentiality.

Level 6:

Positions at this level have the highest responsibility for protecting sensitive and confidential information, to respect confidences, and in dealing with individuals positions at this level work with sensitive information and situations on a regular basis. Confidentiality and working with sensitive information is the primary focus of these positions. Breaches in confidentiality have the highest possibility for serious damage to the Church or parish/institution. Positions at this level also have responsibility to create systems and procedures for others to follow in protecting confidential information.

Factor 7

Mental Demands

This factor measures the level of mental demands inherent in each position. Raters should consider the level of mental challenge that is involved in completing job responsibilities. Other items for consideration include the responsibility for multiple tasks or areas, the requirement to adapt to changing events, new/unusual circumstances, interruptions, deadlines, requirement to juggle priorities, requirement to make risky or difficult decisions, and need to meet divergent needs and desires of many other people, or to interact with difficult people. Raters should also consider the frequency of choosing between urgent and competing organizational or Church member needs.

Level 1:

Positions at this level rarely encounter new or unusual situations, mental demands, for the most part, are comprised of routine and repetitive tasks with little risk or need to deal with changing priorities, deadlines, interruptions, or needs of others. There is little mental demand or work pressure.

Level 2:

Positions at this level encounter occasional new or unusual situations. Work is generally structured with little risk associated with work results or interpersonal contacts. While a certain amount of work is expected, deadline demands, interruptions, and priority changes are infrequent. Limited mental demands or work pressures exist in the job.

Level 3:

Positions at this level encounter new or unusual situations periodically, but have resources available to assist with identifying solutions or actions. Some pressure from deadlines, interruptions, or changing priorities exists, and interruptions to work flow or concentration can occur. Occasional interactions with others can include demanding or difficult people. Mental demands are present in the job.

Level 4:

Positions at this level require adaptive and flexible responses due to changing priorities, need to juggle duties, and need to meet fluctuating deadlines. Interruptions to normal schedules occur and response to new situations is needed regularly. Contacts with others can frequently include difficult or disagreeable people. A high degree of pressure and/or mental demands exist in the job.

Level 5:

Positions at this level operate with a significant amount of pressure and mental demand due to the diversity of tasks supervised/managed, changing priorities, disagreeable and/or demanding people, and deadlines which are very tight. Risk and possible adverse impact on the Church or parish/institution exist in majority of decisions. Flexibility and adaptability are definitely needed to withstand demands of position.

Level 6:

Positions at this level function with heavy pressure and mental demand factors. Priorities and demands on self and work unit are continual. Interruptions are constant and can often impact whole work schedule. Risk and adverse impact must be considered regarding most decisions. Interactions and/or meeting the needs of others will include difficult and complex decisions and transactions.

Factor 8

Physical Requirements

This factor considers the element of physical effort and manual labor, such as sitting, standing, lifting, carrying, digging, operating equipment, performing with speed, etc., as well as the dexterity required to complete the job functions. Raters should also consider the frequency or intensity of physical exertion. The requirement of being on-call should also be considered.

Level 1:

Position requires little physical effort such as lifting, carrying, or constant movement, but does allow for movement needed to complete work tasks. Movements required to complete work are not difficult, and only require a usual degree of dexterity or hand-eye coordination. This position is not required to be on-call.

Level 2:

Positions rated at this level require occasional physical effort such as light lifting, carrying or movements, etc. Physical capability involves use of office or power equipment where some dexterity is needed. Continual work output may be required at this level. Position is not normally required to be on-call.

Level 3:

Positions at this level require some physical efforts or manual labor such as lifting, carrying or constant movement. This rating also includes job situations where speed, manual dexterity and equipment operation is a continual requirement and is important to the success of the job. Positions with regular responsibility for driving are to be placed at least at this level. Position may be required to be on-call on an occasional or rotated basis.

Level 4:

Positions at this level require moderate physical effort such as carrying, constant movement, frequent lifting of light items, some lifting of moderately heavy objects. This rating also includes job situations where a high degree of speed and manual dexterity is important. Positions where driving is one of the major responsibilities are to be placed at this level. Positions that operate heavy equipment should be placed at this level. Position may be required to be on-call.

Level 5:

Positions at this level require substantial physical effort and manual labor, such as lifting of heavy objects, carrying, constant movement, digging, bending, squatting, etc. Positions with sustained physical effort for the majority of the work time are to be placed here. Positions that normally are required to be on-call are placed here. Positions requiring frequent extended days, back-to-back, without opportunity for compensatory time, should also be placed here.

Level 6:

Positions at this level require substantial, on-going, and consistent physical effort and manual labor. Only positions requiring the most rigorous effort should be placed here. Examples of work include the constant lifting of extremely heavy objects, carrying, rapid movement, digging, bending, squatting, etc. Positions required to be on-call may be placed here.

Pay Ranges for Job Classification System

Two types of pay ranges are described below:

Market Based Ranges:

Market Calculated Ranges generally follow comparable job market data, yielding relatively competitive ranges for most parish positions. The Market Calculated approach however, produces rather low pay ranges in the lowest part of the Support Staff Structure. The minimum for Range NE-2 is below the “living wage” which NACPA estimates annually (\$10.06 per hour in 2006).

Compressed, Living Wage Ranges:

The Compressed Living Wage Ranges addresses the problem of the low wage levels created by the market. These ranges assume expenditure of approximately the same overall budget in the parish/institution's payroll. The adult worker ranges (NE-2 and above) begin at what approximates a living wage (e.g., \$10.06 in 2006 for NE-2). In order to accommodate the increase in the lowest ranges, the highest Exempt ranges are reduced, thus developing an overall scale that is compressed.

While the Compressed, Living Wage Ranges respond to Church social teaching, they may not provide fully competitive rates in the higher ranges. Combining the two types of ranges is possible. Raising the Market Based Model to generate the living wage levels at NE-2 and NE-3 and more comparable professional wages at E-2, while adjusting the middle ranges upward and not taking anything away from the highest ranges, is the most generous method, if budgetary constraints allow it. Ultimately, a parish/institution must decide whether it will lag behind the market, match the market or lead the market. In any case, consistency across jobs is essential.

The Diocese of Des Moines recommends using a Combined Market and Compressed Living Wage salary structure and adjusting for geographical location. Using the salary data taken from NACPA's 2007/08 salary survey, combine the Market Based Wage ranges and the Compressed Wage ranges and simply choose the higher salary amount for each of the six salary grades. Since NACPA's data has not been adjusted for economic difference caused by geographical location, the Diocese has adjusted the salary amounts by multiplying each point in the ranges by NACPA's suggested factor of 94%. The result is the proposed salary table for the Diocese of Des Moines. (Appendix C)



Position Level Descriptions



Position Level Descriptions

The following Position Level Descriptions are offered as guidelines. Since position requirements and responsibilities may vary a great deal amongst different parishes and institutions, you should compare these to existing job descriptions to determine the appropriate fit.

Pastoral Administrator

Position Purpose:

Responsible for providing leadership in coordinating the pastoral and temporal needs of the parish. The Pastoral Administrator is appointed by the Bishop and is directly responsible for assuring the daily spiritual and temporal welfare of a parish. The Pastoral Administrator performs the functions described below and relies on the Sacramental Pastor and other ordained clergy to provide the sacramental ministry in areas reserved to the clergy.

Level Descriptions:

Level II Pastoral Administrator

Coordinates the daily pastoral care of a cluster, a mid sized or large parish which includes a Catholic school. Supervises paid full-time, professional and support staff. The parish complex typically encompasses a number of buildings. This person is responsible for most of the following: coordination of community worship and pastoral care; relations with the wider community; parish administration; parish finances; a Catholic school, religious education; and volunteer ministry. Requires a Master's Degree in Religious Studies or equivalent education.

Level I Pastoral Administrator

Coordinates the daily pastoral care of a small parish. Responsibility may include supervision of full or part-time staff or volunteers. This person is responsible for coordination of worship, finances and religious education. Significant pastoral experience and Diaconate studies could appropriately substitute for the Master's Degree requirement.

Business Administrator/Manager

Position Purpose:

Professional administrator in support of the Pastor or Administrator. Oversees the physical, financial and personnel resources of the parish/institution and enables other ministries to function effectively. As a person of faith committed to gospel values and responsible management of resources, helps the parish/institution fulfill its mission and purpose.

Level Descriptions:

Level III Business Manager

Responsible for business and financial management of a mid sized or large parish/institution. Applies professional skills and knowledge of several specialized fields (e.g. accounting, development, facilities management, communications, etc.) to perform work without specific directions. Uses considerable independent judgment. May have regular contact with the community in area of specialties. Supervises staff members. Collaborates with and advises Pastor/Administrator. Requires degree in accounting or equivalent, with experience in personnel supervision, plant maintenance, and directing communication and information systems.

Level II Business Manager

Responsible for financial management of a parish/institution. Work focuses on financial systems with some involvement in other administrative functions. The need to use judgment is more limited (i.e., choosing between available options and solving accounting-related problems). Some supervision required. Coordinates parish/institutional budget with program directors. Contacts with the community involve financial matters. Keeps pastor and administrator informed regarding finances. May provide input and status updates of plant, communication and information systems. Requires Bachelor's Degree or equivalent and past accounting experience. Personnel supervision, knowledge of plant maintenance procedures, communication and information systems are highly desirable.

Level I Business Manager

Responsible for coordination and implementation of all aspects of accounting for the parish/institution. Skill, experience and knowledge reflect technical expertise in accounting and management of accounting systems. The bulk of this person's work

would be in accounting. Might supervise and direct staff. Has responsibility for disbursement of funds without immediate approval.

Pastoral Associate/Minister

Position Purpose:

Responsible for multiple ministries within the parish, essentially to serve as a non-ordained associate pastor. Based on the level of responsibility, advanced education and training are required.

Level Descriptions:

Level III Pastoral Associate

A full member of the pastoral team. Concerned about all the dimensions of pastoral care in the parish. The position at this level develops programs in response to the needs of the parishioners and is accountable to the pastor and the parish council. Several other ministries are supervised by this position. Position's ministry is marked by creativity and flexibility as well as training others in areas of pastoral ministry. Requires experience in a variety of ministries, a Master's Degree in theology or religious studies, as well as Diocesan certification as a pastoral associate.

Level II Pastoral Associate

Part of the pastoral staff with responsibility for specific areas of parish life. Maintains pastoral programs and supervises volunteers associated with areas of responsibility. Remains informed about the various dimensions of pastoral care. Position's ministry is marked by maintaining or improving the existing programs. Requires a minimum of a Bachelor's Degree with emphasis in religious studies/theology or a related area. Must be working toward a Master's Degree in an area related to the responsibilities of the position as well as Diocesan certification as a pastoral associate.

Level I Pastoral Associate/Minister

Limited in ministry and decision making. Concentrates on one or two dimensions of pastoral care without involvement in the overall operation of the parish plan for ministry. May supervise volunteers and train ministers for ongoing programs. Position's ministry is marked by maintaining ministries on a year to year basis. May lack education or previous experience in a related area.

Faith Formation/Catechetical Leader - Director

Position Purpose:

Responsible for providing Christian formation, religious education and sacramental preparation to members of the parish faith community. Includes recruitment, enablement and supervision of catechists and other personnel for faith formation.

Level Descriptions:

Level III Director of Faith Formation

Fully responsible for a comprehensive parish or inter parish religious education program including adult faith formation. Includes supervising other religious education personnel; managing the office; recruitment and training of volunteers; planning programs for adults, teens, children; evaluating program curricula and acting as parish resource person in methods and some areas of theology. Insures implementation of Diocesan policies and programs. Requires regular involvement with the Catechetical Leadership Association of the Diocese of Des Moines (CLADD). Requires a MDiv/MA Degree in religious studies or related field, Catechist Certification with the Diocese, and three to five years of experience in the field.

Level II Director of Faith Formation

Directs several dimensions of a comprehensive parish or inter parish religious education program OR has full responsibility for a less comprehensive parish religious education program. Typically includes supervising support staff personnel; recruitment and training of volunteers; planning programs for adults, teens and children; evaluating program curricula and acting as parish resource person in methods and some areas of theology. Requires regular involvement with the Catechetical Leadership Association of the Diocese of Des Moines (CLADD). Requires a MDiv/MA in religious studies or related field with no experience OR graduate level background in theology/catechetics with experience in the field. Minimally is working toward Catechist Certification with the Diocese.

Level I Director of Faith Formation

Directs several dimensions of a comprehensive parish or inter-parish religious education program OR has full responsibility for a less comprehensive parish religious education program in a small to medium size parish. Includes regular involvement with the Catechetical Leadership Association of the Diocese of Des Moines

(CLADD). Requires a Bachelor's Degree in theology, religious studies or a related area with some experience in catechesis.

Faith Formation/Catechetical Leader - Coordinator

Position Purpose:

Responsible for coordinating Christian formation, religious education and sacramental preparation to members of the parish faith community at a particular level or for a particular groups. Includes recruitment, enablement and supervision of catechists and other personnel for faith formation.

Level Descriptions:

Level II Coordinator of Faith Formation

Has responsibility for some aspects of a parish catechetical program, usually under the direction of a Director of Faith Formation. The position is generally limited in time and responsibility due to the size of the program or relationship to an inter parish program. Relates to the Diocese along with the Director of Faith Formation. Requires a Bachelor's Degree and at least 2 years experience in an area related to religious education, plus a minimum of Beginning Catechist Certification with the Diocese with continuing work toward on-going Catechist Certification.

Level I Coordinator of Faith Formation

Has responsibility for coordinating some aspects of a parish catechetical program under the direction of the pastor/pastoral administrator. Generally involves organizational and administrative duties related to the program. Utilizes the assistance of the Diocese and the Catechetical Leadership Association of the Diocese of Des Moines (CLADD) for information, direction and catechist in-service. Requires a minimum of Beginning Catechist Certification with the Diocese.

Youth Minister

Position Purpose:

Assures the development of a spiritual formation process and related activities for junior and senior high youth. Assures this ministry is relational in focus and includes the components of

comprehensive ministry: Advocacy, Catechesis, Community Life, Evangelization, Justice and Service, Leadership Development, Pastoral Care and Prayer and Worship. Includes recruitment, enablement and supervision of personnel for faith formation and ministerial outreach of youth.

Level Descriptions:

Level III Youth Minister

Has responsibility for comprehensive youth ministry in a large parish or a cluster of parishes utilizing a large core team. Has expertise in adolescent development, religious formation and program development. Works as an integral part of the parish staff. Trains and oversees volunteers. Understands and projects the goals for ministry with adolescents along with the components. Participates on the local, diocesan, regional and national levels. Has high level of responsibility in parish programming and resourcing, budgeting and financing. Requires working some evenings, weekends and overnight. Holds a degree and has experience in an area related to youth ministry. Certificate in youth ministry needed. Usually employed for 12 months.

Level II Youth Minister

Has responsibility in a moderate size parish or cluster of smaller parishes for the youth ministry formation process that reflects more hands-on work than enablement and training of team members. Demonstrates an understanding of comprehensive youth ministry. May oversee volunteers working within youth ministry. May be responsible for budget preparation and fundraising. Participates on a local, Diocesan and regional level. Certificate in youth ministry needed. Ability in the above areas of responsibilities needed but not necessarily an expertise. Usually employed for 10 months.

Level I Youth Minister

Has responsibility in a small parish setting of youth ministry or works with a Level II or III Youth Minister. Works directly with youth and occasional volunteers. May have little or no experience in youth ministry and no particular expertise. Is supervised by another staff member or by the Pastor. Must seek approval for most aspects of the program.

Liturgical Ministry

Position Purpose:

Responsible for facilitating the worship life of the parish community by coordinating and providing quality liturgical experiences which celebrate and strengthen the members' journey of faith.

Level Descriptions:

Level II Director of Liturgy

A full member of the pastoral team, working with all the dimensions of the public prayer life of the parish, working closely with the pastor and other sacramental ministers. The position at this level develops and maintains programs and ministries in response to the spiritual needs of the parishioners and serves as the primary resource person for public prayer and spirituality in the parish. This person is accountable to the pastor, and collaborates with parish liturgy/committees, and parish liturgy preparation groups including those involved with sacramental and catechetical programs. Several other ministries are supervised by this position, including contracted musicians and artists. This position is marked by creativity and flexibility in training others in areas of liturgical and spiritual ministries. Requires a deep familiarity with music, art, and sacramental and liturgical theology and an MDiv/MA degree in one of the above fields as well as significant study and/or expertise in the others. Ability to train and manage volunteers is necessary. Three to five years experience on the parish level would be expected.

Level I Director of Liturgy

Directs most of the parish liturgical ministries and serves as a member of the pastoral team or assists a Level II Director of Liturgy. Maintains or improves the basic core of parish volunteer worship ministry: lectors, Eucharistic ministers, servers, hospitality, art and environment. Ability to train and manage volunteers, is accountable to the pastor, and collaborates with the parish liturgy committee and parish preparation groups. Requires a working knowledge of liturgy, theology and requires three to five years experience at the parish level, as well as a Bachelor's Degree in liturgy or related field.

Coordinator of Liturgy

Assists the pastor in securing and training persons for the various liturgical ministries of the parish, prepares the schedule for all ministries, and works with parish liturgical committee and/or liturgy preparation groups. Requires relational and organizational skills plus should have several years of experience working with more than one parish liturgical ministry.

Music Ministry

Position Purpose:

Responsible for facilitating quality liturgical celebrations through the proper and effective use of music, both vocal and instrumental. Collaborates with other liturgical ministers in order to present meaningful and coordinated celebrations. Works under the supervision of the pastor and/or the Director/Coordinator of Liturgy and the parish liturgical committee and or preparation groups.

Level Descriptions:

Director of Music Ministry

Normally a full member of the pastoral team. Concerned about all aspects of liturgical music in the parish, especially at Sunday Eucharist and the primary sacramental celebrations. Accountable to the pastor and works closely with all sacramental and catechetical staff, including liturgy planning groups. Maintains music ministries by the recruiting and training of singers and instrumentalists. May have a supervisory role with other liturgical volunteers. May be the primary parish accompanist or work with the person in that role. Requires advanced skill in music performance, some college-level study in liturgy, DMA in music or equivalent background. Three to five years experience at the parish level or recent Master's graduate would be preferable.

Coordinator of Music Ministry

Directs most of the parish liturgical music ministry or oversees music ministry in a small to medium size parish. Maintains or improves the existing music ministries and co-collaborates closely with the pastor and other liturgy staff. Presumes advanced skill (Bachelor's Degree or equivalent) in one or more of the following: organ, piano, voice, conducting and music education.

Musician

Responsible for leading or accompanying (organ, piano, guitar, etc.) the assembly at weekend liturgies and other services (weddings, funerals, etc.). Duties may involve participation in the selection of music. Requires musical ability and knowledge of Catholic liturgy.

Adult Faith Formation

Position Purpose:

Responsible for developing and implementing programs and activities designed to enrich the faith life of adults in the parish. Provides for needs of parish adults in spiritual, intellectual, emotional and religious growth.

Level Descriptions:

Level II Adult Faith Formation Director

Full time adult faith formation position on parish staff. Overall responsibility for adult faith formation in parish or cluster. Oversees the vision and pastoral planning of the parish in adult faith formation in collaboration with the pastor, parish staff and pastoral council. Responsible for budget preparation, needs assessment and training of volunteers. Facilitates the parish adult faith formation committee. Coordinates adult faith formation; RCIA, adult faith formation in sacramental programs, adult faith formation in family religious education, scripture study, faith sharing groups, spiritual days of renewal including parish missions and retreats. Provides evangelization programs. Communicates with the Parish Board of Education as well as the Parish Council. Master's Degree in theology, religious studies or pastoral studies is required with 3-5 years parish experience.

Level I Adult Faith Formation Director

Part time adult faith formation position in parish or cluster, aligned with DRE responsibility of other catechetical programs or pastoral ministry. Oversees the vision and pastoral planning of the parish in adult faith formation in collaboration with the pastor and parish staff. Attends parish staff meetings. Responsible for directing adult faith activities and established efforts in parish. A member of the parish adult faith formation committee. Communicates with the Parish Board of Education as well as the Parish Council. Bachelor's

Degree in theology, religious studies or pastoral studies with 3 years parish experience. Working towards an Master's Degree in theology, religious studies or pastoral studies.

Adult Faith Formation Coordinator

Part-time adult faith formation position in parish or cluster. Concentrates on one or two responsibilities of adult formation without involvement in the overall pastoral planning of parish. Trains and recruits volunteers for adult faith formation. Collaborates with parish staff and attends parish staff meetings. Attends parish and adult faith formation committees. Communicates with the Parish Board of Education and as well as the Parish Council. Bachelor's Degree in theology, religious studies or pastoral studies or related educational area. Completion of the Lay Formation Program. Must have working knowledge of adult learning styles.

Day Care Center Personnel

Position Purpose:

Responsible for planning and implementing activities for children designed to promote social, physical and intellectual growth needed for primary school.

Level Descriptions:

Day Care Coordinator

Responsible for day care program planning and implementation, program-to-parent liaison and supervision of one or more day care teachers and/or workers. Qualifications include Bachelor's Degree with course work in Early Childhood Education or Child Development preferred.

Day Care Teacher

Instructs children in activities designed to promote social, physical and intellectual growth needed for primary school. Qualifications include experience as a Day Care Worker and college course work in Early Childhood Education or Child Development.

Day Care Worker

Organizes and leads activities of pre-kindergarten children and provides other assistance in the implementation of day care programming.

Volunteer Coordinator

Position Purpose:

Responsible for organizing and directing efforts to involve volunteers in parish programs and services. Maintains communication among staff, committees and volunteers to ensure the best possible match between organizational needs and volunteer capabilities.

Level Descriptions:

Level II Volunteer Coordinator

Responsible for a large and comprehensive parish volunteer program including periodic assessment of needs, an annual time and talent survey, volunteer education and promotion, written job descriptions for volunteer positions, effective placement methodologies, training of volunteers and facilitation of supervisor/volunteer communication where needed. The Volunteer Coordinator II typically directs paid or volunteer staff to conduct the program. The classification requires a Bachelor's Degree and experience in volunteer supervision and management programs.

Level I Volunteer Coordinator

Responsible for a smaller and less comprehensive volunteer program than described under Volunteer Coordinator II. The Volunteer Coordinator I, nonetheless, utilizes professional volunteer management instruments and techniques in implementing the parish volunteer program. Duties place greater emphasis on program maintenance functions such as survey distribution and tabulation, volunteer placement and program communication. The classification requires experience in volunteer supervision and management.

Secretary/Office Manager

Position Purpose:

Responsible for providing secretarial and related office services for members of the parish and/or school staff and various other committees and boards. Greets and refers visitors, schedules appointments, processes mail, types or word processes letters, reports, memos. Establishes office record-keeping systems. Schedules and monitors support staff office hours. Schedules use of

parish/school facilities, issues and monitors facility keys. Maintains petty cash fund. Oversees the timely opening and closing of parish/school offices. Oversees inventory of office supplies and maintenance contracts for office machines. May coordinate volunteer programs, prepare and produce weekly bulletin, coordinate student registration process. May maintain parish offering envelope system, sacramental record keeping system, comprehensive student filing system, tuition and fee schedules and media library.

Level Descriptions:

Level II Secretary/Office Manager

Responsible for the full range of secretarial/administrative job responsibilities outlined above as appropriate for the job setting (e.g., parish school, or religious education office). The Secretary II classification supervises one or more office support staff employees in addition to volunteer workers and personally performs the more sensitive, difficult and complex office functions.

Level I Secretary

Responsible for many of the job responsibilities outlined above as appropriate for the job setting (e.g., parish, school or religious education office). The Secretary I classification does not supervise office support staff but may supervise volunteers.

Secretary/Receptionist

Position Purpose:

Assures that secretarial duties such as typing, filing, record-keeping and printing are done in a timely and efficient manner. Assures timely and accurate receipt of telephone calls, messages and visitors to the parish.

Level Descriptions:

Level III Secretary/Receptionist

Serves as an administrative assistant. Supervises reception and other secretarial staff. Is given a high level of authority and responsibility. Coordinates multiple functions. Functions without needing work to be checked or approved. Often does more supervision and coordination than direct secretarial or reception work. Supervises or performs all of the tasks described in the lower level positions. Manages the parish, school or religious education

office.

Level II Secretary/Receptionist

More secretarial in nature. Might supervise volunteers or part-time help. Provides knowledgeable assistance and/or referral to callers and visitors including utilizing other Church, social service, community resources to provide helpful information. Responsibilities can also include preparation of parish school or religious education bulletin, reservation of parish facilities, scheduling of events, supervision of petty cash, inventories and office supplies. Receives general supervision and must seek immediate approval for certain aspects of the job.

Level I Secretary/Receptionist

Mostly phone and receptionist responsibility with limited secretarial work. Provides general information to persons calling or visiting the parish. Receives direct supervision. Responsibility is limited as is authority.

Bookkeeper

Position Purpose:

Assures the development and maintenance of a financial bookkeeping system for the parish. Maintains accurate and current accounts payable and receivable ledgers. Prepares and submits a financial statement to the pastor and finance committee. Assures the maintenance of parish banking accounts. Assures the maintenance of parish payroll system and preparation of monthly staff payroll. Coordinates financial records of the parish.

Level Descriptions:

Level III Bookkeeper

Responsible for coordination and implementation of all aspects of accounting for the parish. Skill, experience and knowledge reflect technical expertise in accounting and management of accounting systems. The bulk of this person's work is in accounting. Might supervise and direct staff. Has responsibility for disbursement of funds without immediate approval.

Level II Bookkeeper

Involves more bookkeeping and record keeping tasks than accounting and financial management responsibilities. Limited

responsibility and authority. Must seek approval for disbursements.

Level I Bookkeeper

Assists with specific bookkeeping tasks. Performs routine accounting clerical functions. Works under the supervision of employee in charge of parish accounting function.

Janitor/Maintenance Personnel

Position Purpose:

Assures that the Church, school and other parish buildings are maintained in a clean, orderly and welcoming manner. This includes sweeping, mopping, waxing and vacuuming of floors, cleaning bathrooms and washing windows. This individual also assures that the parish grounds are maintained in a clean and safe manner. Performs minor maintenance. Provides general assistance and sets up for events in parish and school as requested.

Level Descriptions:

Level III Janitor/Maintenance

Has responsibility for supervision of other maintenance/janitorial staff. Performs more difficult general maintenance work. Has major responsibility for ordering of supplies and possible contract work. Can freely make commitment of funds within a budget. Works with a very low level of supervision.

Level II Janitor/Maintenance

Functions as a primary worker and has little if any supervisory responsibility. Works primarily as custodian or janitor. Level of supervision received is direct and high. Has limited budget and must seek approval for expenditures. Can not make commitments on behalf of the parish.

Level I Janitor/Maintenance

Performs mostly routine duties during evenings, weekends, and summer.

Teacher Associate

Position Purpose:

Is directly responsible to the teacher or teachers to whom assigned. Assists the teacher in all activities as assigned that can be performed by an associate according to Iowa Department of Education's rules and regulations.

Cafeteria Personnel

Position Purpose:

Assures that wholesome meals are prepared for the school students. Has some supervisory responsibilities with employees and/or volunteers. Must work with the state, school administration and board.

Level Descriptions:

Dietician/Head Cook

Has responsibility for planning menus, ordering supplies, supervising staff and volunteers. Reports to the Iowa Department of Education and Health Department, maintains records and accounts for all funds.

Cook

Works under the supervision of the Dietician/Head Cook. Assists in the preparation, serving and the proper sanitation of the kitchen facilities.

Cafeteria Worker

Reports to the Dietician/Head Cook and works mainly in the cafeteria rather than the kitchen. Usually assists students with trays, liquids, utensils and perhaps clean up.

School Bus Drivers

Position Purpose:

Provides for the safe transportation of students to and from school, as well as transportation for field trips and extra-curricular activities in state and federal government approved vehicles.

Level Descriptions:

Level II School Bus Driver

Reports to the school administration. Tends to the required inspection and maintenance activities as well as other tasks requested by the school administrator or designee. May also be required to schedule drivers, etc. in addition to driving a bus.

Level I School Bus Driver

Reports to the head school bus driver and/or the school administrator. Provides transportation to students according to the route(s) provided in a safe and timely manner.



Appendices



Appendix A

Job Analysis Score Sheet

<i>Job Analysis Factors</i>	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>	<i>Level 6</i>	<i>Total</i>
Responsibility to Represent Church	0-5	6-15	16-25	26-35	36-45	46-60	
Job Knowledge	0-5	6-20	21-35	36-55	56-75	76-95	
Leadership	0-5	6-15	16-30	31-40	41-55	56-70	
People Skills	0-5	6-10	11-15	16-20	21-25	26-30	
Supervision of Others	0-5	6-10	11-15	16-20	21-25	26-30	
Confidentiality	0-5	6-15	16-25	26-35	36-45	46-55	
Mental Demands	0-5	6-10	11-15	16-20	21-25	26-30	
Physical Requirements	0-5	6-10	11-15	16-20	21-25	26-30	
Maximum Possible:	40	105	175	245	320	400	

Total column equals placement of position on the Job Classification and Salary System:

- Total Points: **0** through **40** = **Level I**
- Total Points: **41** through **105** = **Level II**
- Total Points: **106** through **175** = **Level III**
- Total Points: **176** through **245** = **Level IV**
- Total Points: **246** through **320** = **Level V**
- Total Points: **321** through **400** = **Level VI**

1. Position Title Analyzed: _____ **Date Analyzed:** _____

2. Reviewer(s) Completing Analysis (may be more than one):

- Pastor Signature: _____
- Business Manager/Administrator Signature: _____
- Supervisor of Position (if other than Pastor, admin, or BM) Signature: _____
- Employee Signature: _____
- Other Title: _____ Signature: _____

3. Approver of Analysis (should be Pastor unless location does not have one):

- Pastor Signature: _____
- Business Manager/Administrator (if no pastor) Signature: _____

Appendix C

Diocese of Des Moines Recommended Salary System (to be updated annually)

Exempt or Ministry Staff Positions (annual rate):

Job Classification Level						
	E-1	E-2	E-3	E-4	E-5	E-6
Minimum						
Midpoint						
Maximum						

Non-Exempt or Support Staff Positions (hourly rate):

Job Classification Level						
	NE-1	NE-2	NE-3	NE-4	NE-5	
Minimum						
Midpoint						
Maximum						

Non-Exempt or Support Staff Positions (annual rate**):

Job Classification Level						
	NE-1	NE-2	NE-3	NE-4	NE-5	NE-6
Minimum						
Midpoint						
Maximum						

Table reflects combined Market and Compressed Living Wage adjusted for geographical location. (Refer to Pay Ranges for Job Classification System on page 56)

* Iowa and Federal Minimum Wage for current year

**Annual rates are based on full time (12-months, 40 hour week, 2,080 hours per year).

Appendix D

Comprehensive Job Classification System (Sample)

Job Classification Levels – Exempt Personnel (E)					
E-1	E-2	E-3	E-4	E-5	E-6
				Pastoral Admin I	Pastoral Admin II
Business Manager I		Business Manager II		Business Manager III	
Pastoral Associate I		Pastoral Associate II		Pastoral Associate III	
Youth Minister I	Youth Minister II		Youth Minister III		
	Dir Faith Formation I	Dir Faith Formation II		Dir Faith Formation III	
Coord Faith Formation I	Coord Faith Formation II				
Musician		Coord of Music Min	Dir of Music Min		
		Coord of Liturgy	Dir of Liturgy I	Dir of Liturgy II	
Coord Adult Faith Form		Dir Adult Faith Form I		Dir Adult Faith Form II	

Job Classification Levels – Non-Exempt Personnel (NE)					
NE-1	NE-2	NE-3	NE-4	NE-5	NE-6
Seasonal/Student			Maint Worker I	Janitor/Maint Worker II	
		Bookkeeper I	Bookkeeper II	Bookkeeper III	
			Secretary I	Secretary II /Office Mgr	
	Secretary I /Receptionist	Secretary II /Receptionist	Secretary III /Receptionist		
	Cafeteria Worker		Cook	Dietician /Head Cook	
			Teacher Associate		
		School Bus Driver I	School Bus Driver II		
	Day Care Worker	Day Care Teacher	Day Care Coord		
		Volunteer Coord I	Volunteer Coord II		

Refer to glossary for explanation of Exempt and Non-Exempt personnel.

Appendix E

Employee or Independent Contractor

The general rule is that an individual is an independent contractor if the payer has the right to control or direct only the result of the work and not what will be done and how it will be done. The earnings of a person who is working as an independent contractor are subject to Self-Employment Tax.

An individual is not an independent contractor if the person performs services that can be controlled by an employer (what will be done and how it will be done). This applies even if the person is given freedom of action. What matters is that the employer has the legal right to control the details of how the services are performed.

Common Law Rules

Facts that provide evidence of the degree of control and independence fall into three categories:

Behavioral: Does the company control or have the right to control what the worker does and how the worker does his or her job?

Financial: Are the business aspects of the worker's job controlled by the payer? (these include things like how worker is paid, whether expenses are reimbursed, who provides tools/supplies, etc.)

Type of Relationship: Are there written contracts or employee type benefits (i.e. pension plan, insurance, vacation pay, etc.)? Will the relationship continue and is the work performed a key aspect of the business?

Businesses must weigh all these factors when determining whether a worker is an employee or independent contractor. Some factors may indicate that the worker is an employee, while other factors indicate that the worker is an independent contractor. There is no "magic" or set number of factors that "makes" the worker an employee or an independent contractor, and no one factor stands alone in making this determination. Also, factors which are relevant in one situation may not be relevant in another.

The keys are to look at the entire relationship, consider the degree or extent of the right to direct and control, and finally, to document each of the factors used in coming up with the determination.

In doubtful cases, the facts will determine whether or not there is an actual employer-employee relationship. If you want the IRS to determine whether a worker is an employee, file Form SS-8, Determination of Employee Work Status for Purposes of Federal Employment Taxes and Income Tax Withholding with the district director.

For Federal tax information contact the Internal Revenue Service at 1-800-829-1040.

Appendix F

Glossary

FAIR LABOR STANDARDS ACT (FLSA)

A federal law defining national policy on minimum wage and overtime payments.

PRETAX

Defined as before federal, state and FICA (Social Security and Medicare) taxes.

NON-EXEMPT STAFF

Required to keep records of hours worked and are covered by the requirements of FLSA.

EXEMPT STAFF

Not required to keep records of hours worked and are not covered by the requirements of FLSA.

STEWARDSHIP

Natural response to God's covenant by generously returning to God, through the Christian community, a portion of the resources that God has provided to us.

COMPENSATION

Includes all forms of direct payments and benefits provided to an employee by the employer for work or services performed.

CANON LAW

Official law of the Catholic Church.

FULL-TIME EMPLOYEES

Employees who regularly work 35 hours a week or more.

PART-TIME EMPLOYEES

Employees who regularly work less than 35 hours a week.

TEMPORARY EMPLOYEES

Employees hired to work for a specified or limited amount of time.

INSURANCE ELIGIBILITY REQUIREMENTS

- All Church employees who work 28 hours or more per week;
 - All professional educators and teacher associates employed prior to June 1, 2002, who work a minimum of 20 hours per week, and who are currently enrolled in the various insurance plans are grandfathered in; or
 - All professional educators and teacher associates employed after May 31, 2002 who work a minimum of 28 hours or more per week.
-



Forms



Job Analysis Score Sheet

<i>Job Analysis Factors</i>	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>	<i>Level 6</i>	<i>Total</i>
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- Business Manager/Administrator Signature: _____
- Supervisor of Position (if other than Pastor, admin, or BM) Signature: _____
- Employee Signature: _____
- Other Title: _____ Signature: _____

6. Approver of Analysis (should be Pastor unless location does not have one):

- Pastor Signature: _____
- Business Manager/Administrator (if no pastor) Signature: _____

Comprehensive Job Classification System

Parish/Institution: _____

City: _____

Job Classification Levels – Exempt Personnel (E)					
E-1	E-2	E-3	E-4	E-5	E-6

Job Classification Levels – Non-Exempt Personnel (NE)					
NE-1	NE-2	NE-3	NE-4	NE-5	NE-6