Pay Guidelines for Lay Employees

March 2002
# Table of Contents

## Part I: Introduction
- Preface .......................................................... 1
- Professional Pastoral Ministry in the Archdiocese of Indianapolis ......................................... 1-2
- Lay Ministry Formation ............................................ 2
- Church Statements on Compensation .................................. 2-3

## Part II: Job Classification System
- Practical Steps ..................................................... 3
- Definitions of Exempt and Non-Exempt Employees ................................................................. 4
- Outline of System .................................................. 4-5

### Section A: Parish Positions
- Bookkeeper Series .................................................. 6
- Business Manager Series ............................................. 7
- Maintenance Series .................................................. 8
- Music and Liturgical Ministry Series ................................ 9-10
- Pastoral Associate/Minister Series ................................ 11
- Receptionist/Office Helper Series ................................... 12
- Religious Education Series .......................................... 13
- Secretary/Office Manager Series .................................... 14
- Youth Ministry Series ............................................... 15

### Section B: School Positions
- Educator/Administrator Series ....................................... 16
- Library or Media Center Series ...................................... 17
- Cafeteria Series ...................................................... 17
- Day-Care/Extended Care Series ..................................... 18
- Bus Driver Series ..................................................... 18
- Assignment of Job Classifications ................................... 19

## Part III: Pay Ranges
- System Maintenance .................................................. 20
- Placement in Pay Ranges ............................................. 21
- Pay Ranges ............................................................ 21
- Notes ................................................................. 22-23
Preface
The purposes of these guidelines are to promote justice and fairness in pay practices and to ensure the ability to attract and retain qualified individuals for parish positions. They were developed in response to numerous requests from parishes throughout the archdiocese seeking information about equitable compensation.

This document presents recommendations based upon local and national research. Each parish should determine the salaries for its employees with these recommendations as a guide.

These parish compensation guidelines were developed through the collaboration of the Office of Catholic Education; the Office of Worship; the Office for Youth and Family Ministries; the Lay Ministry Office; and the Office of Human Resources. A pilot study of these guidelines was conducted in 1997. In March 2002, the guidelines were updated and expanded to include school positions. Parishes are encouraged to provide feedback to any of the agencies listed above.

Considerable reference is made throughout this document to the Parish Pay Manual: Classification Systems and Pay Ranges prepared by the National Association of Church Personnel Administrators (NACPA) in 1995. NACPA's manual begins with a statement that supports our underlying philosophy:

"NACPA believes that the fairest and most equitable parish compensation practices occur where diocesan-wide pay guidelines exist for all ministries and staff levels. Such guidelines help parishes establish fair pay rates for their employees.”

Professional Pastoral Ministry in the Archdiocese of Indianapolis

Just as each of our bodies has several parts and each part has a separate function, so all of us, in union with Christ, form one body, and as parts of it we belong to each other. Our gifts differ according to the grace given to us. If your gift is prophecy, then use it as your faith suggests; if administration, then use it for administration; if teaching, then use it for teaching. Let the preachers deliver sermons, the almsgivers give freely, the officials be diligent, and those who do works of mercy do them cheerfully. (Romans 12:4-8)

Over the past two decades, a wide variety of professional ministry positions has emerged in the Church throughout the United States. The resurgence of lay ministry coupled with growing demands for additional parish leaders has led parishes to employ an increasing number of lay and religious personnel.

A generation ago, almost all Catholic parish ministers were priests or sisters whose primary ministry was the Catholic grade school. Now more than 60 percent of the parishes in the country have lay people or religious in paid pastoral staff positions. There are now more than 26,000 lay ministers in parishes in the United States. Based on recent studies, this trend will continue, and these professionals will continue to play an ever-expanding role in carrying out the mission of the Church.

According to Parishes and Parish Ministers: A Study of Parish Lay Ministry published by Philip J. Murnion and David DeLambo in 1999, compensation for lay ministers has improved over the years, but remains the most significant area in need of attention: “Salaries have increased in real dollars and are satisfying for the majority of lay parish ministers. Nonetheless, they are found to be inadequate for a third of the lay people and are cited as the item both most in need of improvement and most likely to prompt the lay ministers to go on to other employment.”
This resource is provided to assist pastors, parish life coordinators, pastoral councils, search committees, and other ministry leaders as they address the basic ministry needs of a parish. It is also intended to provide a resource for those presently serving in one of these ministry positions and those considering a new or different ministry role.

**Lay Ministry Formation**

In order to assist current and future lay ministers, the Archdiocese of Indianapolis, in collaboration with the Dioceses of Lafayette-in-Indiana, Gary, and Evansville, has developed a Lay Ministry Formation Program for all pastoral ministry staff. This program is designed to enhance the effectiveness of the lay minister, thereby enhancing the pastoral ministry of the Church. There are three primary components to this program: theological studies, spiritual formation, and pastoral practices.

It is expected that all lay ministers are engaged in ongoing professional development and spiritual formation. Every lay minister is invited to take part in an interview to discuss their personal developmental needs. Please contact the Lay Ministry Office for further information.

**Church Statements on Compensation**

Before considering the specifics of establishing pay programs for parishes, reflect for a moment on Church beliefs and policy statements about compensation:

1. **General principles of compensation, differences in levels of pay.**

   “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” ([Gaudem et Spes #67](https://www.vatican.va/archive/ENG0011/_ENG0011.htm), Documents of Vatican II, 196).

2. **General principles of performance and pay, the ability of the organization to pay.**

   “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 enterprise 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](https://www.vatican.va/content/diospi/documents/1961-05-24_mater-et-magistra-italian-language.html), 1961).

3. **Just wage principles applied to lay persons working for the Church.**

   “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](https://www.vatican.va/archive/ENG0011/__ENG0011.htm)).

   “Church administrators 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, #2](https://www.vatican.va/archive/ENG0011/__ENG0011.htm)).

   “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](https://www.vatican.va/archive/ENG0011/__ENG0011.htm)).
4. Commitment by U.S. bishops to provide a just compensation.

“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 first step in job classification is the development of up-to-date position descriptions for all parish/school positions. Sample position descriptions can be obtained from archdiocesan agencies; some local adaptations may be needed for each parish.

**Practical Steps**

1. **Use a small committee to determine where jobs should be placed within the classification system.** Possible committee membership would include the pastor, principal, business manager, a pastoral council member, a parishioner with human resource expertise.

2. **Compare parish position descriptions with the descriptions of levels for each position series in the guidelines.** Keep in mind the overall intent of the positions as you review them against the brief classification statements.

3. **Determine the level for each and every job in the parish.**

4. **Review classifications that were made.** Individual positions should not be classified in isolation from other positions. Look at the entire scheme that has been created. Do the decisions made in one job family (e.g., Religious Education) make sense in relation to the decisions made in other job families (e.g., Youth Minister or Business Manager)? This review may send you back to the classification system to adjust certain decisions. Once this review step is complete, you have established the basic information needed to create pay ranges (discussed in Part III).

5. **Allow supervisors or employees to question their classification levels and pay ranges at a specific time each year** (as part of the budget cycle and/or performance appraisal process) and convene the committee to review all requests for change and projected new positions at the same time.

6. **Consider allowing an appeal process for situations where reclassification is not approved.** Do not tie this with the normal grievance procedure, however, because pay determinations are technical management decisions.
Definitions of Exempt and Non-Exempt Employees

Classifications are identified as exempt or non-exempt in accordance with the federal Fair Labor Standards Act (FLSA). Since exceptions may occur, each category is defined below for your reference.

Exempt: Positions responsible for developing and administering general policies and procedures, or positions that require advanced specialized training, or positions that perform original creative work. By the nature of their jobs, exempt employees are sometimes required to work more than a 40-hour week without additional compensation, e.g., some evening or weekend work.

Non-exempt: Positions that require the performance of routine, procedural non-discretionary work such as clerical, secretarial, computer operations, mechanical, food preparation, building and grounds maintenance, security, custodial. (Non-exempt employees must be provided overtime compensation for each hour over 40 hours of actual work in a given week.)

- Appropriate overtime work between full-time (e.g., 35 hours) and 40 hours can be compensated at the regular pay rate.
- Overtime work above 40 hours must be compensated at 1.5 times the regular rate.
- Overtime work must be compensated normally in cash payment. It can be compensated as time off when it is provided during the pay period in which it accumulated and the time off, when it is given, is at the rates described above (i.e., hour for hour up to 40 hours and 1.5 hours for each hour above 40 hours).
- Overtime work should be approved in advance by the supervisor.

On the Job Classification and Pay Range Charts, M refers to exempt ministry positions, E refers to exempt educational positions, and S refers to non-exempt support positions.

Outline of System

The Parish Job Classification System provides sample position description summaries. (Complete position descriptions are available through archdiocesan agencies, which cover most positions.) It is designed to assist pastors, parish life coordinators, parish leaders, business administrators, principals, and others in providing advice or determining, as objectively and fairly as possible, the most appropriate pay ranges for personnel employed in parishes.

To accomplish this, a series of general descriptions of the essential features of jobs in various fields is presented in the following pages. Several levels of responsibility are described for each field.

Specific information about the pay ranges for each classification can be found in the tables in Part III. These tables will be updated on an annual basis to ensure that salary ranges remain current with living costs and other economic indicators. Pastors, parish life coordinators, and principals should endeavor to maintain the salaries of employees within these ranges.

Working Titles and Classification Titles

What the parish calls a certain position will not always coincide with the classification titles contained in this document. However, it is recommended that parishes use the titles listed in this document that correspond to the duties and qualifications for each position. It is also important to compare the position descriptions of parish positions against the classifica-
Position summaries in this document when determining the classification level of parish and school positions. Comparison of titles alone rather than full descriptions may result in inappropriate placements of positions.

**Positions Covering Multiple Ministries or Fields**

Often in parishes, responsibilities from several ministries or fields will be combined in the same position (e.g., Youth Ministry and Religious Education or Secretary, Receptionist and Bookkeeper). The following guidelines are presented to assist in classifying such positions appropriately.

1. If one ministry or field clearly predominates in time commitment, use that classification or series.
2. For professional ministry positions, if no single ministry predominates, use the Pastoral Ministry/Associate Series.
3. For support staff positions, if no field predominates, use the classification or series that covers the highest level of work performed for a significant portion of time. Focus on the lowest level classification description in which this work appears.

**Deanery Center Employees**

Although no classifications are listed specifically for deanery center employees, these guidelines can be applied by using the classification for a ministry or field that predominates in time commitment.

**Parish Size Categories**

The parish size categories used in this document are defined in terms of the number of households in the parish. In situations where parish staff members serve two or more parishes, the number of households should be added together.

<table>
<thead>
<tr>
<th>Parish Size</th>
<th>Number of Households in Parish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Less than 500</td>
</tr>
<tr>
<td>Midsize</td>
<td>500 – 1,000</td>
</tr>
<tr>
<td>Large</td>
<td>More than 1,000</td>
</tr>
</tbody>
</table>
Bookkeeper Series

General Description: Responsible for providing bookkeeping services to the parish as a whole or a specific ministry or program. Maintains financial bookkeeping system, including accounts payable, receivable, payroll and cash receipts. Balances accounts, ledgers and reconciles bank statements. Prepares financial statements. May assist with budget and development program.

Description of Levels:

Bookkeeper II: Performs the full range of functions listed above with little direct supervision and only general oversight from pastor or principal.

- Classification Level: S-5
- FLSA Status: Non-exempt

Bookkeeper I: Performs more routine bookkeeping functions under the direct supervision of a business manager, pastor or principal.

- Classification Level: S-4
- FLSA Status: Non-exempt
Business Manager Series

General Description: Responsible for the stewardship and effective administration of the parish's financial, capital and human resources.

Description of Levels:

Business Manager III: Responsible for the full range of parish administrative functions. Due to its scope and supervisory responsibility, this classification is generally found only in large parishes. At this level, parish administrative responsibility is fully delegated by the pastor typically in the areas of finance, facilities, purchasing, stewardship, communications and personnel. The Business Manager III supervises most or all support staff positions. The Business Manager III position requires a Master's Degree in a related field (or a bachelor's degree in a related field and equivalent experience) as well as previous management background.

Classification Level: M-4
FLSA Status: Exempt

Business Manager II: Responsible for many parish administrative functions. At this level, the Pastor retains responsibility for certain aspects of parish administration and/or does not fully delegate parish administration to the Business Manager. The Business Manager II typically supervises support staff positions and may personally perform some technical work such as accounting. The Business Manager II position requires a Bachelor's Degree in a related field and some supervisory experience.

Classification Level: M-3
FLSA Status: Exempt

Business Manager I: Responsible for a limited range of parish administrative functions. The classification is non-supervisory and operates without full delegation of responsibility by the Pastor. Positions at this level typically perform a significant amount of technical work in addition to administrative duties. At this level, administrative duties may be combined with another ministry.

Classification Level: M-1
FLSA Status: Exempt
Maintenance Series

General Description: Responsible for the effective, efficient and safe maintenance, renovation and upkeep of parish and/or school buildings and grounds.

Alternative titles used below may substitute Physical Plant, Plant Operations, or Building and Grounds for Maintenance.

Description of Levels:

Maintenance Supervisor II: Supervises the maintenance, renovation, restoration and upkeep of the buildings, mechanical, plumbing and electrical systems and grounds. Conducts preventive maintenance, safety and energy conservation audits. The classification supervises one or more maintenance employees, may also supervise outside contractors and personally performs higher-level maintenance functions. This position may be appropriately assigned Exempt FLSA status if it is primarily managerial and supervisory.

Alternative titles for this classification include Maintenance Director, Maintenance Manager, Maintenance Superintendent.

Classification Level: M-2 or S-6
FLSA Status: Exempt or Non-exempt

Maintenance Supervisor I: Responsible for and personally maintains, renovates, restores, and sees to the upkeep of the buildings, mechanical, plumbing and electrical systems and grounds. May conduct preventive maintenance, safety and energy conservation audits. The classification does not supervise full-time maintenance employees but may supervise seasonal help and volunteers, may engage and supervise outside contractors and personally performs many maintenance functions.

Alternative titles for this classification include Maintenance Manager, Maintenance Mechanic, Maintenance Technician.

Classification Level: S-5
FLSA Status: Non-exempt

Maintenance Worker: Provides routine maintenance for the parish or school buildings and grounds including semi-skilled carpentry, plumbing, electrical and other minor repair work. Grounds work may include mowing, pruning and ice and snow removal with grounds equipment. May maintain inventory of supplies and supervise one or more Maintenance Helpers/Custodians.

Alternative titles of this classification include Maintenance Mechanic, Maintenance Technician, Maintenance Worker, Maintenance Helper and other similar job titles.

Classification Level: S-4
FLSA Status: Non-exempt

Maintenance Helper/Custodian: Performs cleaning, facility setup, hauling and moving of equipment, mowing, raking and weathering of grounds, ice and snow removal, and other simple building and grounds maintenance duties for the parish and/or school. Cleaning duties include mopping and vacuuming floors, cleaning bathrooms, washing windows and trash removal.

Alternatives titles for this classification include Janitor, Maintenance Assistant, Maintenance Attendant and other similar job titles.

Classification Level: S-3
FLSA Status: Non-exempt

Student Worker: Performs most routine duties during evening, weekends, summer.

Classification Level: S-1
FLSA Status: Non-exempt
Music and Liturgical Ministry Series

General Description: Directs or coordinates the parish music (and liturgical) ministries and performs music for parish liturgies and other designated celebrations.

Description of Levels:

Director of Music Ministries II: Responsible for all aspects of a comprehensive liturgical music program in a midsize or large parish including the performance and/or direction of the music at several liturgies per weekend and for other special services or events and the direction of several choirs or music groups. This also includes responsibility for the selection, supervision, training, and support of all other cantors, musicians, choirs, and music groups, and the selection and/or approval of all liturgical music that is used in the parish.

This classification requires a Master's Degree in Music or the equivalent in education and experience. It also requires strong knowledge of Roman Catholic Liturgy and good pastoral and organizational skills. The director should have a knowledge of keyboard, guitar, vocal, and choral techniques and be proficient in at least one of these areas.

In some parishes, this person may also serve in the more general role of Coordinator or Director of Liturgical Ministries.

Classification Level: M-4
FLSA Status: Exempt

Director of Music Ministries/Coordinator of Liturgical Ministries: Responsible for all aspects of a comprehensive liturgical music program including the performance and/or direction of the music at several liturgies per weekend and for other special services or events and the direction of several choirs or music groups. This also includes responsibility for the selection, supervision, training, and support of all other cantors, musicians, choirs, and music groups, and the selection and/or approval of all liturgical music that is used in the parish.

This person is also responsible for the coordination of the liturgical life of the parish including the coordination of the parish liturgy committee and the training and scheduling of liturgical ministers.

This classification requires a Bachelor's Degree in Music or the equivalent in education and experience. It also requires strong knowledge of Roman Catholic Liturgy (formal training in theology preferred) and good pastoral and organizational skills. The director should have a knowledge of keyboard, guitar, vocal, and choral techniques and be proficient in at least one of these areas.

Classification Level: M-4
FLSA Status: Exempt

Director of Music Ministries I: Responsible for all aspects of a comprehensive liturgical music program including the performance and/or direction of the music at several liturgies per weekend and for other special services or events. It also includes responsibility for the selection, supervision, training, and support of all other cantors, musicians, choirs, and music groups, and the selection and/or approval of all liturgical music that is used in the parish.

This classification requires a Bachelor's Degree in Music or the equivalent in education and experience. It also requires strong knowledge of Roman Catholic Liturgy and good pastoral and organizational skills. The director should have a knowledge of keyboard, guitar, vocal, and choral techniques and be proficient in at least one of these areas.

Classification Level: M-3
FLSA Status: Exempt
Coordinator of Music Ministries: Responsible for some of the components of the parish liturgical music program. This usually includes performing and/or directing the music at one or more weekend liturgies and other services, coordinating a music planning process, scheduling musicians for other liturgies, and providing them with some opportunities for training and assistance.

This classification requires proficiency in keyboard, guitar, voice, or choral conducting, knowledge of Roman Catholic Liturgy and good pastoral and organizational skills.

Classification Level: M-I  
FLSA Status: Exempt

Liturgical Music Leader: Responsible for performing and/or directing the music at particular weekend liturgies and other services. The musician may often participate in the selection of music to be used. This classification requires some knowledge of Roman Catholic Liturgy and proficiency in keyboard, guitar, voice, or choral conducting.

Classification Level: depends on musical skill level  
FLSA Status: Non-Exempt
Pastoral Associate/Minister Series

**General Description:** Assists the Pastor or Parish Life Coordinator (PLC) with administrative and pastoral duties, serves as a member of the parish staff, provides leadership and consultation for various groups, committees and processes in the parish. Collaborates in and complements the pastor or PLC in directing a variety of aspects of parish life including some (but not all) of the following: liturgy, pastoral care, RCIA, sacramental preparation, adult faith development, evangelization, social ministry, senior adults, young adult ministry, facilities management, preparation of annulment cases, etc. This position may have multiple titles, including DRE, youth minister, business manager, etc.

**Description of Levels:**

*Pastoral Associate II:* Serves as an assistant to the Pastor or Parish Life Coordinator (PLC) in the coordination of a wide range of parish activities and programs in a midsize or large parish. At this level the classification operates rather independently, with only general supervision from the pastor or parish life coordinator. The classification provides multiple liaison functions and involves some supervision of staff and/or volunteers. The classification requires experience in pastoral work and a Master’s Degree in theology or related field, or equivalent education and experience.

- Classification Level: M-4
- FLSA Status: Exempt

*Pastoral Associate I:* Serves as an assistant to the Pastor or Parish Life Coordinator in the coordination of parish activities and programs in a small or midsized parish or provides leadership to a specialized ministry in a midsize or large parish. At this level the classification provides multiple liaison functions typically with volunteers. The classification requires experience in pastoral work and a Bachelor’s Degree in theology or related field, or equivalent education and experience.

- Classification Level: M-3
- FLSA Status: Exempt

*Pastoral Minister:* Responsible for a narrow scope of pastoral duties under the direction of the Pastor, Parish Life Coordinator, pastoral associate or other pastoral staff member. The classification has limited program responsibility and decision-making authority, being responsible for specific pastoral duties such as visitation to the sick or parish outreach. The classification requires some college work in a related field or equivalent education or experience.

- Classification Level: M-1
- FLSA Status: Exempt
Receptionist/Office Helper Series

**General Description:** Responsible for operating telephone system, distributing mail, greeting and referring visitors, scheduling facilities, data entry, word processing, typing and maintenance of files, photocopying and duplicating of materials, handling of bulk mailings, and providing a variety of other clerical services.

Alternative titles for this classification series include Office Assistant, Secretarial Assistant, Receptionist, Office Helper, Secretary, Clerk, Clerical Assistant, and other similar job titles.

**Description of Levels:**

*Receptionist/Office Helper II:* Performs the full range of clerical and secretarial functions listed above or specializes in performing more complex and responsible job responsibilities. The classification requires previous office and word-processing experience.

  - Classification Level: S-3
  - FLSA Status: Non-exempt

*Receptionist/Office Helper I:* Performs the more routine clerical and secretarial functions listed above. The classification requires no previous experience.

  - Classification Level: S-2
  - FLSA Status: Non-exempt

*Student Worker:* Performs most routine duties during evening, weekends, summer.

  - Classification Level: S-1
  - FLSA Status: Non-exempt
Religious Education Series

Description of Levels:

**Director of Religious Education (DRE):** Serves the parish community by articulating the vision of religious education and addressing the fourfold task of catechesis: proclaim the message, build up the community, motivate to serve, and lead to worship and prayer. DREs are responsible to create, design, maintain and evaluate all assigned areas of religious education directly or indirectly.

The DRE typically supervises paid and volunteer staff, holds a Master's degree in a related field, and has experience as a teacher/catechist.

- **Classification Level:** M-4
- **FLSA Status:** Exempt

**Coordinator of Religious Education (CRE):** Serves the parish by articulating the vision of religious education and addressing the fourfold task of catechesis: proclaim the message, build up the community, motivate to serve, and lead to worship and prayer. CREs are responsible to improve, maintain and evaluate specific areas of religious education. The specific areas may include some of the following: Adult, Adolescent, Junior High, Intermediate, Primary, Preschool, Sacramental.

The CRE typically supervises volunteer staff and paid office staff, holds a Bachelor's degree in a related field and has experience as a teacher/catechist.

- **Classification Level:** M-3
- **FLSA Status:** Exempt

**Administrator of Religious Education (ARE):** Serves the parish by articulating the vision of religious education and addressing the fourfold task of catechesis: proclaim the message, build up the community, motivate to serve, and lead to worship and prayer. AREs are responsible to maintain and evaluate specific areas of religious education. The specific areas may include one or more of the following: Adult, Adolescent, Junior High, Intermediate, Primary, Preschool, Sacramental.

The ARE typically supervises volunteer staff, has completed the archdiocesan formation program for parish administrators of religious education and has experience working with people and program planning in church or civic groups.

- **Classification Level:** M-1
- **FLSA Status:** Exempt

**Level Coordinator:** Serves the parish by articulating a vision of religious education for a particular age group and particular programs within the parish. The Level Coordinator maintains and evaluates a specific area of the religious education program with the supervision of the DRE or CRE.

The Level Coordinator supervises volunteer staff under the direction of a professional pastoral minister, has completed the recommended archdiocesan formation program for parish administrators of religious education, and has been a teacher/catechist.

- **Classification Level:** S-5
- **FLSA Status:** Non-exempt
Secretary/Office Manager Series

General Description: Responsible for providing secretarial and related office service for members of the parish staff and various other committee 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 staff office hours. Schedules parish facilities, issues and monitors facility keys. Maintains petty cash fund. Oversees the timely opening and closing of parish office. 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.

Alternative titles for this classification series include Administrative Assistant, Office Manager, Secretary, Executive Assistant, Executive Secretary, Senior Secretary, Data Coordinator, Volunteer Coordinator and other similar job titles.

Description of Levels:

Secretary II/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 additions to volunteer workers and personally performs the more sensitive, difficult and complex office functions.

- Classification Level: S-5
- FLSA Status: Non-exempt

Secretary I: 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.

- Classification Level: S-4
- FLSA Status: Non-exempt
Youth Ministry Series

General Description: Responsible for facilitating a parish-based pastoral ministry to, with, by and for young people using a comprehensive approach to youth ministry involving the eight components of youth ministry: advocacy, catechesis, community life, evangelization, justice and service, leadership development, pastoral care, and prayer and worship. (Renewing the Vision—USCCB) Develop close communication and mutual support with families of youth and the parish community. Collaborates with other parish organizations, ministries and community youth-serving organizations.

Description of Levels:

Director of Youth Ministry: Responsible for directing the parish pastoral ministry to young people, using the eight components of youth ministry. Creates, designs, maintains, and evaluates areas of pastoral ministry to youth and their families. Collaborates and shares in pastoral ministry to entire parish community. Supervision of additional staff, paid and/or volunteer program leaders. Shares leadership in community, deanery, and archdiocesan ministry to young people. This classification requires a Masters Degree in a related field, certificate in youth ministry studies, and training in family ministry.

  Classification Level: M-4
  FLSA Status: Exempt

Coordinator of Youth Ministry: Responsible for coordinating and facilitating the parish pastoral ministry to young people, using the eight components of youth ministry. Ministry includes the coordination of faith formation and sacramental preparation for youth in 7–12 grades. Typically supervises additional staff, volunteers and program leaders. This classification requires a Bachelor's Degree in a related field, and certificate in youth ministry studies.

  Classification Level: M-3
  FLSA Status: Exempt

Administrator of Youth Ministry: Responsible for administering the parish pastoral ministry to young people using the eight components of youth ministry. Ministers within the framework of directly implementing multiple components and collaborating with others on the remaining components on youth ministry. Offers a narrower range of activities and programs within a comprehensive approach. May supervise and coordinate volunteers and program leaders. This classification requires a certificate in youth ministry studies and some experience in the field.

  Classification Level: M-1
  FLSA Status: Exempt

Youth Minister: Responsible for advocating for the parish pastoral ministry to young people, using the eight components of youth ministry. This minister is usually part time or volunteer and has a limited or narrow scope of pastoral ministry directly to youth. May be filled by those training for the youth ministry field. May also be an additional staff person supervised by a DYM or a CYM. This classification requires some related training and experience.

  Classification Level: S-5
  FLSA Status: Non-Exempt
General Description: Educates students (or oversees the education of students and administers programs and services) at an elementary or secondary level.

Description of Levels:
President: Responsible for the strategic leadership, external relations, and general oversight of a high school. Positions at this level typically supervise the principal as well as some administrative functions and oversee a broad range of programs and services. Requires Master's Degree in a related field, and previous educational experience.

Classification Level: E-5
FLSA Status: Exempt

Principal: Administers the overall program in a school, supervises teaching, administrative and support staff and oversees a range of programs and services. Requires Master's Degree in a related field, state certification and previous teaching experience.

Classification Level: E-4
FLSA Status: Exempt

Assistant Principal/Other Administrative Team Members: Functions as the Assistant Administrator in a school for at least 50 percent of work hours or serves as a member of the administrative team (such as a dean) for at least 50 percent of work hours. Master's Degree in a related field preferred and previous teaching experience required.

Classification Level: E-3
FLSA Status: Exempt

Schoolteacher: Teaches students in accordance with established course outlines and textbook content. College degree and state certification are required.

Classification Level: E-1 (Bachelor's Degree); E-2 (Master's Degree)
FLSA Status: Exempt

Teacher Assistant: Assists schoolteacher in conducting classroom instruction, tutors students, maintains order in classroom, cafeteria, and on playground. Previous college coursework in education is preferred.

Classification Level: S-3
FLSA Status: Non-Exempt
General Description: Manages library materials for the school. Selects, classifies, catalogs, oversees circulation and maintains library resources. May teach media skills to students.

Description of Levels:

**Media Specialist:** Administers library in accordance with professional library standards; supervises paid and volunteer staff. Requires Master's Degree in library science.

- **Classification Level:** M-3
- **FLSA Status:** Exempt

**Media Specialist/Coordinator:** Administers school library. May supervise volunteer staff. Requires Bachelor’s Degree in a related field. Certification or course work in library administration preferred.

- **Classification Level:** M-2
- **FLSA Status:** Exempt

**Media Center Coordinators:** Administers school educational media center; may supervise volunteer staff; responsible for purchase, cataloging, circulation and retrieval of media. Requires college work in a related field with Bachelor's Degree in a related field preferred.

- **Classification Level:** S-4 or M-1
- **FLSA Status:** May be Exempt or Non-exempt

---

General Description: Positions in this series are responsible for food preparation, production, and cleanup in a cafeteria setting according to established dietary requirements of quality, quantity, nutrition, appearance, temperature, and timeliness.

Description of Levels:

**Cafeteria Manager:** Oversees operations of a cafeteria, supervises cooks and cafeteria workers, responsible for menu development, purchasing, and kitchen budget. Prepares forms for government programs and maintains records.

- **Classification Level:** M-1
- **FLSA Status:** Exempt

**Cafeteria Supervisor/Cook:** Manages a cafeteria, supervises cafeteria workers, personally performs many of the cooking duties.

- **Classification Level:** S-5
- **FLSA Status:** Non-exempt

**Cafeteria Worker:** Assists cooks and other cafeteria staff in food preparation, cafeteria setup and cleaning. The classification prefers previous experience working in the foods service field.

- **Classification Level:** S-3
- **FLSA Status:** Non-exempt
Day-Care/Extended Care Series

**General Description:** Provides a safe environment for children designed to promote social, physical, and intellectual growth.

**Description of Levels:**

*Day Care Director/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 in a related field required, with course work in early childhood education or child development preferred, as well as state-required certification.

- **Classification Level:** M-2
- **FLSA Status:** Exempt

*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, college course work in early childhood education or child development, and state-required certification.

- **Classification Level:** M-1
- **FLSA Status:** Exempt

*Day Care Worker:* Organizes and leads activities for children and provides other assistance in the implementation of day care programming.

- **Classification Level:** S-2
- **FLSA Status:** Non-exempt

**Bus Driver Series**

*Bus Driver:* Drives parish bus to transport parishioners or students to and from parish or school and for field trips, athletic events or other activities. Requires state certification.

- **Classification Level:** S-4
- **FLSA Status:** Non-Exempt
### SUPPORT STAFF – (NON-EXEMPT) JOB SERIES

<table>
<thead>
<tr>
<th>Position</th>
<th>S-1</th>
<th>S-2</th>
<th>S-3</th>
<th>S-4</th>
<th>S-5</th>
<th>S-6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bookkeeper</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>Seasonal/Student</td>
<td>Maint. Helper/Custodian</td>
<td>Maintenance Worker</td>
<td>Maintenance Supervisor I</td>
<td>Maintenance Supervisor II</td>
<td></td>
</tr>
<tr>
<td>Receptionist</td>
<td>Seasonal/Student</td>
<td>Recpt/Office Helper I</td>
<td>Recpt./Office Helper II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religious Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Level Coordinator</td>
</tr>
<tr>
<td>Secretary</td>
<td></td>
<td></td>
<td></td>
<td>Secretary I</td>
<td>Secretary II/ Office Manager</td>
<td></td>
</tr>
<tr>
<td>Youth Ministry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Youth Ministry Manager</td>
<td></td>
</tr>
<tr>
<td>Teacher Assistant</td>
<td></td>
<td></td>
<td></td>
<td>Teacher Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library/Media Center</td>
<td></td>
<td></td>
<td></td>
<td>Media Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cafeteria</td>
<td></td>
<td></td>
<td>Cafeteria Worker</td>
<td>Cafeteria Supervisor/ Cook</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day-Care/Extended Care</td>
<td>Day-Care Worker</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bus Driver</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Bus Driver</td>
</tr>
</tbody>
</table>

### MINISTRY STAFF – (EXEMPT) JOB SERIES

<table>
<thead>
<tr>
<th>Position</th>
<th>M-1</th>
<th>M-2</th>
<th>M-3</th>
<th>M-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Manager</td>
<td>Business Manager I</td>
<td>Business Manager II</td>
<td>Business Manager III</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td></td>
<td>Maintenance Supervisor II</td>
<td></td>
</tr>
<tr>
<td>Music Ministry</td>
<td>Coordinator, Music Ministries</td>
<td>Director, Music Ministries I</td>
<td>Director, Music Ministries II</td>
<td></td>
</tr>
<tr>
<td>Pastoral Associate</td>
<td>Pastoral Minister</td>
<td>Pastoral Associate I</td>
<td>Pastoral Associate II</td>
<td></td>
</tr>
<tr>
<td>Religious Educator</td>
<td>ARE</td>
<td>CRE</td>
<td>DRE</td>
<td></td>
</tr>
<tr>
<td>Youth Ministry</td>
<td>Administrator, Youth Ministry</td>
<td>Coordinator, Youth Ministry</td>
<td>Director, Youth Ministry</td>
<td></td>
</tr>
<tr>
<td>Library/Media Center</td>
<td>Media Coordinator</td>
<td>Media Spec/Coordinator</td>
<td>Media Spec.</td>
<td></td>
</tr>
<tr>
<td>Cafeteria</td>
<td>Cafeteria Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day-Care/Extended Care</td>
<td>Day-Care Teacher</td>
<td>Day-Care Director/ Coordinator</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### EDUCATOR/ADMINISTRATOR – (EXEMPT) JOB SERIES

<table>
<thead>
<tr>
<th>Position</th>
<th>E-1</th>
<th>E-2</th>
<th>E-3</th>
<th>E-4</th>
<th>E-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educator/Administrator</td>
<td>School Teacher I</td>
<td>School Teacher II</td>
<td>Assistant Principal</td>
<td>Principal</td>
<td>President</td>
</tr>
</tbody>
</table>
Employee pay rates are set and adjusted at several key points. Each presents an opportunity to move the parish's overall scheme of pay rates into a more equitable alignment. Without proper oversight individual pay decisions can create inequities within the pay system. Centralizing responsibility for pay decisions in the parish (with the pastor or business manager, for example) is the key to using each pay decision as an opportunity to increase pay equity.

Centralization does not mean that the immediate supervisor loses all input. Supervisors who have knowledge of the going rates for people being hired should be encouraged to make pay recommendations. But the central pay system authority, the person who knows how much others in the organization are being paid, should make pay decisions in order to hire and retain good people without creating demoralizing inequities. Key decision points regarding pay include:

**Initial Hire Rate.** The initial hire rate should be based on three factors:
1) external equity (comparison with similar jobs in other organizations);
2) internal equity (comparison with similar jobs in your organization);
and 3) the funds available for the position.

**Annual Adjustments.** The pay increases provided to most or all employees, usually annually, offer the highest impact opportunity to make gradual adjustments to employee pay rates for the purpose of correcting, over time, any pay inequities that might exist. The archdiocese publishes a recommended percentage for annual adjustments with the budgetary guidelines. This percentage reflects the annual change in salaries for local not-for-profit organizations. Annual adjustments should include the following:

1. **Provide equity adjustments to address major discrepancies.** The central pay system authority should systematically review employee range placements for all employees with a certain number of years of service (e.g., 5-7 years). After considering overall performance and range placement, salary adjustments should be made (perhaps over several years) for employees who, when compared to others with similar work records, are placed too low in the range. This approach can help the organization maintain non-discriminatory salary practices, where patterns might suggest that women or minorities are paid less than white males with similar work records in the same pay ranges.

2. **Provide a lower increase or no increase if work performance is unsatisfactory.** Generally, the parish should not automatically increase all pay rates each year. It should allow for the possibility that a lesser increase or no increase will be given if work performance is poor. The rationale for giving a lower than normal pay increase should be documented.

**Movement to a Higher Pay Range.** Such movement occurs when employees are promoted or reclassified. Guidelines established in advance will be helpful. Some organizations do not provide an increase at the time of reclassification, figuring that movement into the higher pay range will lead to higher increases at the time of the next regular adjustment and thereafter. Others grant a 2-5 percent increase. Most guarantee upward movement at least to the minimum of the new pay range.

**Transfers.** Employees transferred to another position in the same pay range generally do not receive a salary adjustment.

**Movement to a Lower Pay Range.** An employee whose position is reevaluated downward, or who is transferred by the parish to a position in a lower pay range, often continues at the same pay rate or experiences a decrease to the maximum of the new range.
Employees who voluntarily move to a lower position often receive a lower rate in the new range at the same range percentile as their current rate.

**Adjustments to Pay Ranges**
Pay ranges generally begin to lag behind the job market within a year or two. For this reason, organizations regularly update their pay ranges. Revised pay ranges will be developed by the archdiocese each year.

**General Principles of Compensation**
Placement within the salary range is generally based upon employee qualifications and job requirements, including the following factors:

- Education (beyond the minimum level in the employee’s pay classification)
- Experience (both paid and volunteer)
- Professional Certification
- Additional Duties
- Parish Size
- Parish Setting (local, rural, urban)
- Number of paid or volunteer staff supervised

Pay ranges for ministry positions and support positions in parishes and schools are updated annually by the Office of Human Resources. These ranges are useful guidelines to use when determining staff compensation, but are not mandatory. For copies of current ranges, please contact the Office of Human Resources at (317) 236-1594 or (800) 382-9836, ext. 1594.