

Most Reverend David Laurin Ricken, D.D., J.C.L.



By the Grace of God and the Authority of the Apostolic See
Bishop of Green Bay

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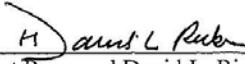
Christ the Good Shepherd never wishes to leave his flock untended. When there is a dearth of priests, the Bishop may entrust a participation in the exercise of the pastoral care of a parish to a Parish Director, that is, a Deacon or some other person who is not a priest (c. 517, §2).

In order to provide for the pastoral care of the faithful, my predecessor revised and promulgated the Parish Director Guidelines as particular law in the Diocese of Green Bay in August 2007.

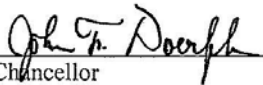
To continue to foster the pastoral care of the faithful, and in light of consultation, I have revised the norms regarding Parish Directors, which includes a change in title from Parish Director to Pastoral Leader.

Thus, in accord with canon 8, §2, I hereby establish and promulgate as particular law for the Diocese of Green Bay, the following Policy for Pastoral Leaders, effective February 1, 2013. This policy replaces all previous Parish Director Guidelines and Policies.

Given at the Chancery on December 8, 2012.



Most Reverend David L. Ricken, D.D., J.C.L.
Bishop of Green Bay



Chancellor

Pastoral Leaders Policy



Diocese of
Green Bay

December 2012

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Pastoral Leaders Policy

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I. Introduction

For the past two millennia, Christ has remained as Head and Shepherd of the Church.

Christ is the Good Shepherd who knows his sheep, and they know him. He lays down his life for his sheep. It is from this image of Christ the Good Shepherd that the role of pastor comes. The bishop of a local church is its pastor, sharing in the mission of Christ. The bishop in turn entrusts the pastoral care of the people of a particular parish to a priest who is named pastor.

It is in the local parish that the faithful gather for sacraments, reflect on the Word of God, and are strengthened to give witness to the world.

The pastor has a special relationship with the people of the parish, as he provides, either directly or indirectly through his supervision of others, pastoral care as he teaches, sanctifies and leads the people.

Over the course of the almost 150 year history of the Diocese of Green Bay, priests have been available in varying numbers to serve. At times, a pastor would go on horseback to serve a number of parishes over the course of a month's time. In the middle of the last century, ample numbers of priests and sisters led to the creation of new parishes and Catholic schools, and some smaller parishes received their own pastor for the first time. In more recent decades, as the number of priests has declined, the diocese has undertaken a number of pastoral planning processes to serve the faithful with fewer pastors than parishes.

In 1983, the Code of Canon Law allowed a bishop to entrust participation in the pastoral care of a parish to someone other than a priest. Canon 517, § 2 states:

"If the Diocesan Bishop should decide that due to a dearth of priests, a participation in the exercise of the pastoral care of a parish is to be entrusted to a deacon or some other person who is not a priest or to a community of persons, he is to appoint some priest endowed with the power and faculties of a pastor to supervise the pastoral care."

In the Diocese of Green Bay, as the need arose to expand leadership in parishes where a priest was not available, the first Parish Director (Pastoral Leader) was appointed in 1986. Since then, guidelines have been developed and revised after reflection upon this form of pastoral care. This policy is a revision of the July 2007 Parish Director Guidelines. They are developed upon the foundation of the Code of Canon Law, reflection upon the experience of parishes with this form of leadership, the document *Co-Workers in the Vineyard of the Lord* (United States Conference of Catholic Bishops, 2005), and the direction provided by Vatican congregations during the 2012 *Ad Limina* visit of Bishop David Ricken.

The normal leadership model for a parish is that each parish is cared for by its own pastor. The Diocese of Green Bay has many situations in which one pastor cares for two or more parishes, as allowed in Canon 526. The use of Canon 517, § 2 is seen as a temporary solution for a period of time in which there exists a dearth of priests. This reality makes our prayer and work for vocations all the more urgent. The Diocese remains committed to providing priestly pastoral care to all of its parishes.

Within the context of this shortage of priests, Pastoral Leaders continue to provide excellent pastoral leadership to parishioners, and remain an important component of leadership in parishes within the Diocese of Green Bay.

In the Diocese of Green Bay:

- the person who participates in the exercise of pastoral care of a parish, according to Canon 517, § 2, is called a **Pastoral Leader**;
- the priest who is endowed with the power and faculties of a pastor to supervise the pastoral care in a parish served by a Pastoral Leader is called the **Priest Moderator**;
- a priest who is appointed to celebrate the sacraments in such a parish is called the **Priest Celebrant**.
- some deacons may be appointed to this role without having yet earned a Master's Degree in Theology or a related field. Such a deacon is also called a **Pastoral Leader**.

II. Appropriate Circumstances for the Appointment of a Pastoral Leader

The provisions of Canon 517, § 2 are applied in the Diocese of Green Bay when the following criteria are present:

1. there is no priest available to provide residential pastoral leadership;
2. the parish can sustain a viable parish community through the pastoral presence of a parish leader other than a priest;
3. linkage with another parish is not feasible because of distance or special circumstances of the priest;
4. the parish has the capacity, financial and otherwise, to support a Pastoral Leader.

III. The Ministry of the Pastoral Leader

A Pastoral Leader is a person who is commissioned and appointed by the bishop to participate in the exercise of the pastoral care of a parish after appropriate and requisite formation. The Pastoral Leader serves in communion with and under the authority of the diocesan bishop. The Pastoral Leader may be a deacon, religious, or layperson, with preference, according to Canon 517, § 2, given to deacons.

The Pastoral Leader is to exercise a participation in the pastoral care in the community entrusted to him/her under the authority of the diocesan bishop, the Vicar for Ministers, and the supervision of the Priest Moderator.

The Pastoral Leader is responsible for the following areas of parish life:

A. Leadership

1. provides spiritual leadership and pastoral outreach to the faithful;
2. collaborates with the parish pastoral council, the trustees and finance council so that they may articulate the parish's relationship to the universal and diocesan Church as well as a sense of their own mission and ministry;
3. recruits lay ministers and provides for their formation;
4. utilizes the experience and wisdom of the appointed Priest Moderator.

B. Worship

The role of Pastoral Leader is not, in and of itself, a liturgical role. However, the Pastoral Leader is involved in the worship and sacramental life of the parish in the following ways:

1. oversees the preparation of liturgies, the scheduling of priests for celebration of Mass and the sacraments, and oversees the preparation of adults and children for the reception of the sacraments, including Marriage;
2. may take a liturgical role during Masses in the parish (according to Liturgical Norms and diocesan guidelines – cf. Appendix I);
3. presides at "Sunday Celebrations in the Absence of a Priest" in emergency situations only when a priest is not available;
4. may give reflections at prayer services;
5. may provide an introduction or reflection prior to Mass. While first preference is for this introduction or reflection to be given immediately before Mass begins, it may be given instead

just prior to the scripture readings as a brief introduction to the scriptures. In either case, the introduction or reflection is to be given according to Liturgical Norms and diocesan guidelines (cf. Appendix II);

6. promotes, forms, and collaborates with liturgical ministers in the parish.
- C. Administration**
1. maintains ordinary administration of the parish, including the signing of checks (with trustees), and the preparation of the budget in concert with the finance council;
 2. maintains parish records and submits required parish reports to the diocese, including those required of parishes who have a cemetery;
 3. hires, supervises and oversees, and, when necessary, terminates staff and volunteers.
- D. Pastoral Care**
1. coordinates all aspects of parish life with the pastoral team and volunteers;
 2. collaborates with the religion education personnel in providing for the catechetical formation of adults and children;
 3. visits parishioners in hospitals, nursing homes and the homebound, and coordinates volunteers to do the same;
 4. provides pastoral care for the family of the deceased and conducts wakes and committal services as appropriate;
 5. represents the parish in ministerial associations, ecumenical relations, and community events.

IV. Prerequisites

A. General Qualifications

1. Potential Pastoral Leaders should possess dispositions for ministry and psychological and social health, as outlined in *Co-Workers in the Vineyard of the Lord*, (USCCB, 2005), p. 31:

Dispositions for ministry typically include:

- “Prayer that is habitual and enriched by Scripture and the Liturgy
- Knowledge of and adherence to Church doctrine in teaching and discussion
- Respect and appreciation for Tradition and the traditions of the Church
- Regular celebration of the sacraments, especially Eucharist and Penance, and participation in the life of one’s parish community
- Ability or potential to direct others in their service

Evidence of psychological and social health suitable for ministry includes:

- Chaste living as a single, celibate or married person
- Friendships and collegial relationships that lead to personal and professional growth
- Mature emotional balance, respect for all within the Church (both ordained and non-ordained), and freedom from personal agenda
- Willingness and ability to engage in disciplined study, including academic and ecclesial subjects
- Appreciation of new ideas, critical thinking ability, and ability to manage stress”

B. Specific Qualifications

1. The candidate must be a practicing Catholic in good standing who demonstrates adherence of the mind and the heart to the Church’s Magisterium as well as an integration of faith and life. The candidate shall agree to abide by the Code of Conduct of the Diocese of Green Bay.
2. A Master’s Degree in theology, pastoral ministry, or a related field is required.
3. Five years of pastoral ministry experience on the parish level or its equivalency. At least two of these five years’ experience is to be within the Diocese of Green Bay.

4. A commitment to regular prayer and a desire to foster Christian community in accord with the teaching and practice of the Universal Church.
5. An ability to relate well with others, especially in pastoral counseling.

C. Areas of Formation

The Church asks proper preparation for its ministers in the areas of human formation, spiritual formation, intellectual formation, and pastoral formation. This preparation is especially vital for a Pastoral Leader. *Co-Workers*, pp. 36-49, describes the elements found in the four areas.

1. Elements of Human Formation:

- *a basic understanding of self and others* that can help ... ecclesial ministers relate more authentically with God and others
- *psychological health*, marked by integrity, appropriate interpersonal boundaries, and the ability to honor and safeguard the trust that people place in them as Church ministers
- *a mature sexuality*, which cultivates the expression of chastity appropriate to their state of life, understands and respects appropriate sexual boundaries, and recognizes the grave psychological and legal consequences of inappropriate sexual behavior, including harassment and abuse
- *physical health*, including an overall balance in one's life and ministry marked by practices of wellness
- *knowledge of one's personal gifts and special charisms* and their relationship to particular ministries
- *recognition of the traits and abilities one lacks*, leading to the goal of collaborating well with those who have different, complementary gifts
- *understanding of family systems and dynamics* within the context of the Church's teaching on the role and mission of the Christian family
- *ability to learn from both praise and criticism*, receiving and assessing both with honesty and equanimity
- *appreciation and valuing of racial, ethnic, and cultural diversity*
- *a genuine respect and concern for others*, rooted in the example of Jesus and the Church's teaching of the Gospel of Life and on the dignity of the human person
- *virtues of Christian discipleship*, including the cardinal virtues of prudence, justice, fortitude, and temperance, as well as honesty, humility, compassion, initiative, courage, vision, energy, hospitality, and Christian joy – all necessary to direct others

2. Elements of Spiritual Formation:

- a living union with Christ
- spiritual formation built on the word of God
- spiritual formation based on the liturgy, especially the sacraments
- an incarnational spirituality of presence, and a paschal spirituality of loving service
- an awareness of sin
- a spirituality for suffering
- a Marian spirituality
- love for the Church
- devotion to the Eucharist
- an ecumenical spirit

3. Elements of Intellectual Formation:

- scripture and its interpretation
- dogmatic theology

- Church history
 - liturgical and sacramental theology
 - moral theology and Catholic social teaching
 - pastoral theology
 - spirituality
 - canon law
4. Elements of Pastoral Formation:
- methods of providing formation for others
 - leading of community prayer and preaching
 - pastoral ministry skills
 - family mission and family perspective
 - effective relationship and communication skills
 - collaboration
 - discernment of the signs of the times
 - gift discernment and volunteer ministry management
 - change and conflict management skills
 - basic counseling skills
 - culture and language skills
 - administration skills
 - leadership and organizational development
 - applicable civil law
 - ministerial code of ethics

V. **Becoming a Pastoral Leader: Discernment**

A. **Initial Inquiry**

An inquirer for the position of Pastoral Leader will meet with the Vicar for Ministers or his representative to ascertain whether formal application is appropriate. Included in this discussion are to be questions that help determine:

- a discernment of the call
- an understanding of the role
- the level of interest of the candidate (and spouse, if married)
- the motivation for application
- the necessary prerequisites and disposition for ministry
- any serious issues or concerns that could affect the ministry of the person as a Pastoral Leader
- The Vicar for Ministers will review the formational experience of the candidate and suggest ways to experience further formation in areas that are lacking.

B. **Consultation with another Pastoral Leader**

New Pastoral Leaders can gain much from the experience and wisdom of other Pastoral Leaders. Therefore, an extensive meeting of the candidate with another Pastoral Leader on a parish site should take place at this point and a report of this meeting should be given to the Vicar for Ministers by both the candidate and the Pastoral Leader (cf. Appendix III). If the result of these initial meetings is positive, the candidate is invited to begin the formal application process.

VII. **Application Process**

A. **Initial Steps**

1. Completion of the **Application Form** (available from the Vicar for Ministers).
 2. Completion of “**The Pastoral Leader Perceiver**” administered and interpreted by a trained person designated by the Vicar for Ministers.
 3. Upon completion and interpretation of the Perceiver, the results will be shared with the potential candidate.
 - a. If the Perceiver indicates that the person is well suited to this ministry, the process continues.
 - b. If the Perceiver indicates that the person would better serve the Church in another ministry, discussion ensues to help the person pursue ministry in the Church in a place best suited to their call, talents, and needs of the Church.
 4. The name of the candidate is brought to the bishop for his initial review. The data about the candidate is also brought to the bishop. The bishop may meet with the candidate at that time. If the bishop approves, the candidate’s formation begins.
 5. Notice of approval is shared with the Pastoral Leader Advisory Board.
- B. Prerequisite Documentation**
1. certificates of baptism and, if applicable, certificates of marriage, diaconate ordination, or religious profession;
 2. resumé including qualifications and skills;
 3. application and authorization for criminal background investigation through the diocesan website;
 4. previous employment history (both Church and secular);
 5. educational transcripts of all undergraduate and graduate college courses;
 6. completed reference forms or letters of recommendation from applicant’s:
 1. pastor or Pastoral Leader
 2. spouse (if applicable)
 3. religious superior (if applicable)
 4. peers or others of applicant’s choosing (at least three in number)
- If a reference letter, rather than a recommendation form, is sent, it should include:
- length of time person has known candidate and in what capacity and nature of relationship;
 - suitability of person for position of Pastoral Leader;
 - knowledge of theology, administration, liturgy, pastoral care;
 - ability to relate to people and to lead others, commitment to maintaining and enhancing all states of life
7. affidavit of medical health condition from doctor to ascertain whether any health conditions could impinge on the ability of potential candidate to function as a Pastoral Leader
 8. VIRTUS certification
 9. Each candidate is to have a psychological examination given by a person recommended by the Vicar for Ministers (unless the person is a deacon or religious and has recently undergone an evaluation. The decision whether a recent evaluation is sufficient rests with the Vicar for Ministers after consultation with the Director of the Diaconate, diocesan Director of Lay Ministry Formation, or the candidate’s religious superior.) The purpose of this evaluation is to assess whether the candidate is suitable for this ministry.

VIII. Authorization of the Candidate

Once the candidate for Pastoral Leader has completed the necessary prerequisites of the formation program, the Diocese begins the formal process of authorization, which includes:

1. A formal interview of the candidate (and spouse) by the Vicar for Ministers, representative(s) from the Ministry Formation Department, and two or three people selected by the Vicar for Ministers. Ordinarily, those conducting the interview are selected from the Pastoral Leader Advisory Board and/or representative(s) from among current Pastoral Leaders. The interview is conducted using specific questions formulated for this occasion. A written summary of the interview is prepared for the Pastoral Leader Advisory Board and the Bishop.
2. If the interview does not yield favorable results, this recommendation is forwarded to the Pastoral Leader Advisory Board for its review.
 - If those conducting the interview do not recommend that the candidate has the prerequisites to proceed, specific reasons for their decision must be made and communicated to the candidate by the Vicar for Ministers. Alternative ministries within the Church should be included with this decision so that the person may continue to pursue other ministry in the Church.
 - A candidate who is not recommended to continue as a candidate for Pastoral Leader has the right to appeal this decision, first to the Vicar for Ministers, then to the Pastoral Leader Advisory Board, then by using the grievance procedures of the Diocese. The above situation should be rarely needed if all of the above steps have been followed.
3. If the interview yields questionable results, specific recommendations are made by those conducting the review that need to be fulfilled before a candidate is recommended and the recommendation is forwarded to the Pastoral Leader Advisory Board.
4. Meeting of Pastoral Leader Advisory Board for Final Review. The Advisory Board meets to review and evaluate all candidates who have completed the formation process. This board is expected to:
 - review all prerequisite materials
 - review recommendations from the above process
 - make a recommendation to the bishop for the candidate to enter the “Pastoral Leader Pool”
5. Meeting of the Candidate with the Bishop. All prerequisite materials prepared for the Advisory Board and its recommendation are forwarded to the Bishop by the Vicar for Ministers. The Bishop then meets with the candidate. Following this meeting the Bishop either approves or rejects the candidate for the “Pastoral Leader Pool.” He may recommend further steps before approval, or make an alternate recommendation for the candidate.

IX. Parish Preparation

In the Diocese of Green Bay, there is a specific process considering an appointment of a Pastoral Leader to a parish. This normally includes:

1. A recommendation from the Priest Personnel Board, upon review of a parish’s profile, that a particular parish is a suitable faith community to be led by a Pastoral Leader. The bishop must concur with the recommendation.
2. When the Priest Personnel Board suggests an appointment of a Pastoral Leader, a meeting with the Parish Pastoral Council of a parish is mandatory. At least one of the following persons meet with the Council: the Vicar for Ministers and/or a representative from the Priest Personnel Board and/or a representative from the Stewardship & Pastoral Services Department. At this meeting, an explanation of the role of a Pastoral Leader, as well as all factors relating to the position (salary, benefits, related costs of sacramental ministry, etc.), is shared with members of the Council to secure the appropriateness of such an appointment.
3. Following consultation with the Pastoral Council, a public orientation meeting is held at the parish(es) usually led by the Vicar for Ministers and/or a representative from the Priest Personnel Board. At this meeting, the following is shared:

- review of the position of Pastoral Leader and the implications of such an appointment, inclusive of financial considerations;
- witness by a Pastoral Leader and parishioners from another parish as to the experience of a parish with a Pastoral Leader;
- question/answer session;
- financial arrangements for salary and benefits are based on the guidelines published annually by the Diocese entitled: *“Salary and Benefit Guidelines for Pastoral Leaders.”*

If appropriate, a second meeting may be held.

4. If the Parish Pastoral Council(s) agrees that a Pastoral Leader would be well received in the parish(es), the Council(s) is to write a letter to the Vicar for Ministers indicating its support. The letter is to be co-signed by the members of the Council. Appropriate materials to further educate the local parish on the role of the Pastoral Leader are then prepared and distributed (e.g., bulletin inserts).

X. The Appointment

A Pastoral Leader is appointed to that position by the Bishop, rather than hired (selected) by the parish. The appointment of a Pastoral Leader is made by the diocesan Bishop, normally after the following steps are taken:

1. When possible, the Priest Personnel Board, through the Vicar for Ministers, informs the Pastoral Leaders of any parishes who will be potentially receiving a Pastoral Leader in the near future.
2. When possible, the Pastoral Leader Advisory Board gives recommendation to the Priest Personnel Board of a Pastoral Leader who best fits the needs of a parish accepting a Pastoral Leader.
3. The Priest Personnel Board makes the final recommendation to the Bishop for the appointment of a Pastoral Leader, a Priest Moderator, and a Priest Celebrant for the parish.
4. The Bishop may appoint a Pastoral Leader to serve a parish or parishes.
 - The Bishop appoints the Pastoral Leader through a signed letter of appointment.
 - At the time of the appointment, the new Pastoral Leader receives written documentation that includes the rights and obligations attached to the position, any limits on the exercise of authority, relevant employment and personnel policies, and any limitations on the term of the appointment. (*Co-Workers*, pp. 56-57)
 - The appointment of a Pastoral Leader does not have a specified term. The appointment continues, or may end, at the discretion of the diocesan Bishop.
5. The Pastoral Leader, Priest Moderator and Priest Celebrant meet to clarify roles and affirm their willingness to work together. If appropriate, this meeting may be facilitated by the Vicar for Ministers.
6. The formal notice of the appointment is published in the parish bulletin and an accompanying article describing the role of the Pastoral Leader is published at an appropriate time.

XI. Commissioning: Blessing and Ritual

“... Public prayer and ritual can be significant for [the Pastoral Leader] and for the community, highlighting the new relationships which the person is beginning in the life of the community ... A public ceremony of liturgy ... emphasizes the relationship of the diocesan bishop with [the Pastoral Leader] and the community to be served ... particularly when persons are appointed under canon 517, § 2 ... Most importantly, the ... process can provide occasions for the bishop to demonstrate his support for the [Pastoral Leader] and to model collaboration with them as his co-workers.” (*Co-Workers*, p. 59).

1. When possible, the diocesan Bishop goes to the parish for the Commissioning ceremony. When the Bishop is unable to officiate, he may authorize another bishop or priest to represent him.

2. The Chancellor of the Diocese prepares all necessary documentation.
3. A reception for the new Pastoral Leader is recommended to follow the Commissioning ceremony.

XII. Continuing Education, Retreats, and Evaluation

A. Ongoing Formation

Each year a Pastoral Leader is expected to continue to update his/her theological, spiritual, pastoral and administrative skills. Each Pastoral Leader is expected to:

1. Participate in the annual Clergy Congress.
2. Read *The Compass*, books, periodicals and newsletters pertinent to the ministry of the Pastoral Leader.
3. Attend conferences or workshops needed to remain current.
4. New Pastoral Leaders are required to participate in ongoing Pastoral Leadership formation programs for new Pastors and Pastoral Leaders. New Pastoral Leaders may also be asked to participate in a mentor program.
5. Participate in the Pastoral Leaders' Support Group or its equivalent.

B. Annual Retreat

Each year a Pastoral Leader is expected to participate in a retreat of his/her choice.

C. Performance Reviews

"...regular performance appraisals, as a standard part of ministerial workplace practice, ... provide(s) a formal opportunity for (the Parish Leader) to reflect on his or her own performance and get feedback from a supervisor and that may include the views of colleagues and those served. Appraisal and feedback is most effective when done in the context of the mission of the parish or diocese. Documentation of honest and constructive feedback about deficiencies and subsequent steps for improvement is important, as is formal and informal recognition of generous, Christ-centered and effective service. (*Co-Workers*, p. 63).

1. The Priest Moderator, in collaboration with the Vicar for Ministers, conducts a formal review of the Pastoral Leader after the first year of service in the parish. This review solicits feedback from the Pastoral Leader, designated staff, council members and representatives from the parish as a whole. Names of those to be contacted are submitted by the Pastoral Leader. A summary of the information is shared with the Pastoral Leader by the Priest Moderator and/or the Vicar for Ministers, along with appropriate recommendations for continued growth in ministry.
2. In the sixth year of the Pastoral Leader's assignment, the same format of evaluation is utilized.

XIII. The Ministerial Workplace and Crisis Management

"Best organizational practices are consistent with Gospel values. They balance the goals and needs of the organization, its workers and the community in which it is located. They imply respect for persons, justice, integrity, efficient use of resources, successful accomplishment of mission and goals, and an environment in which committed and skilled workers are treated fairly." (*Co-Workers*, p. 61)

1. Because the Pastoral Leader animates the life of the parish and the administration of that parish, it is the responsibility of the Pastoral Leader to foster the parish as a place where co-workers and volunteer ministers work together in harmony.
2. If tensions should arise among staff, volunteers or parishioners, the Diocese may be of help to the Pastoral Leader to guide those involved in a resolution of this situation.
 - The Pastoral Leader who has a conflict with a person or group – or vice versa – should first attempt to resolve the conflict personally and directly.

- If this attempt at resolution is ineffective, the conflict is to be referred to the Priest Moderator and then to the Regional Vicar.
 - If these attempts fail, then contact is made with the Vicar for Ministers.
 - If this too fails, the diocesan due process procedure is activated.
3. The assignment of a Pastoral Leader ends with the Pastoral Leader's resignation, transfer, or termination of appointment by the Diocesan Bishop.
 4. For serious cause, a Pastoral Leader may be removed from an assignment by the Bishop. Serious cause may include but is not limited to:
 - a. actions that are contrary to the teaching and practice of the Universal Church
 - b. actions that seriously compromise the unity of the parish community
 - c. grave neglect of pastoral duties
 - d. poor administration
 - e. malfeasance in office
 - f. breaking community in the Church
 - g. detrimental or ineffective ministry
 - Should such a cause be introduced, the Vicar for Ministers will meet with the Pastoral Leader and will oversee a preliminary investigation that may include interviews with the Priest Moderator and pertinent parishioners.
 - The Vicar for Ministers will present a report to the Bishop who may then interview the Pastoral Leader, the Priest Moderator and the Priest Celebrant of the parish.
 - Removal from an assignment by the Bishop is a serious step and last resort. Evaluations and suggestions for remedial action are to precede the process of termination whenever possible.
 - The final decision is rendered by the Bishop in writing.

XIV. The Role of the Priest Moderator

The Priest Moderator is appointed by the Bishop to supervise the pastoral care of a parish. Certain responsibilities are expected of the Priest Moderator:

- represents the parish in all juridical affairs of the parish such as:
 - requesting proxies
 - signing deeds, bills of sale, promissory notes
- is the vice-president of the parish corporation;
- reviews the annual parish report and budget;
- offers the "Missa pro populo" for the parish community (*a pastor who has the care of multiple parishes is obliged to celebrate one Mass for all the people entrusted to his care on Sunday and Holy Days*);
- relates as much as is practical with the parish community;
- as an officer of the civil corporation of the parish is to be present for the annual meeting of the parish;
- celebrates weekend Masses at least twice a year in the parish;
- meets at least once a year with the parish pastoral council and the finance council;
- conducts, with the collaboration of the Vicar for Ministers, an evaluation of the Pastoral Leader after one year and during the sixth year;
- serves as a prime advisor to the Pastoral Leader in issues relating to the parish and the leadership of the Pastoral Leader.

XV. The Role of the Priest Celebrant

Each parish with a Pastoral Leader is served by a priest who serves as a Priest Celebrant and who is appointed by the Bishop. The Priest Celebrant:

- celebrates Masses;
- anoints the sick, celebrates funerals and weddings, and baptizes;
- by appointment possesses the necessary faculties to witness marriages and confirm the adults whom he baptizes or receives into full communion.

All parishes with a Pastoral Leader must have an appointed Priest Celebrant. The Priest Celebrant may or may not be the Priest Moderator.

XVI. Diocesan Oversight

Similar to the priests of the diocese, the Pastoral Leaders are under the jurisdiction of the Vicar for Ministers. He is available to them for advice, crisis management and consultation regarding changes or extensions of assignments. To assist him in this work, the Vicar for Ministers works with the Priest Personnel Board, the Director of Stewardship and Pastoral Services, and the Pastoral Leader Advisory Board. In every instance, the Bishop of the Diocese of Green Bay has the final authority regarding all matters concerning Pastoral Leaders.

XVII. The Pastoral Leader Advisory Board

The Pastoral Leader Advisory Board appointed by the Bishop after thorough consultation, is constituted to assist the Vicar for Ministers in his relationship with the Pastoral Leaders. It is also a vehicle through which the Bishop communicates his goals, values, and concerns regarding the ministry of the Pastoral Leader. It also provides Pastoral Leaders with a vehicle to bring their hopes, values, and concerns as a group to the diocese. It thus provides an important link among all those concerned with the well-being of Pastoral Leaders.

1. Membership includes the following:

Ex- Officio:

- the Vicar for Ministers, (chair)
- the diocesan Director of Lay Ministry Formation
- the diocesan Diaconate Director

Appointees:

- three Pastoral Leaders
 - one Priest Moderator
 - one Priest Celebrant
 - one lay representative from a parish currently served by a Pastoral Leader
2. The Advisory Board shall meet at least four times per year.
 3. Appointed terms on the Board shall be staggered, three-year terms. Members shall serve no more than two terms.
 4. Duties of the Board:
 - reviews and recommends changes and updates to the *Pastoral Leaders Policy*;
 - offers feedback regarding the status, morale and issues facing Pastoral Leaders;
 - assists in recruiting, accepting and reviewing candidates;
 - formulates final recommendation for persons applying to enter the pool of Pastoral Leaders;
 - reviews diocesan salary and benefit guidelines for Pastoral Leaders;
 - assists in conflict resolution and termination process;
 - performs other duties as assigned or needed.
 5. All recommendations of the Board are subject to review and approval by the Bishop.

APPENDIX I

Lay Pastoral Leaders and Liturgy

A. **General Principles**

All in the assembly gathered for Mass have an individual right and duty to contribute their participation in the ways differing according to the diversity of their order and liturgical function. Thus in carrying out this function, all, whether ministers or laypersons, should do all and only those parts that belong to them, so that the very arrangement of the celebration itself makes the Church stand out as being formed in a structure of different orders and ministries (see Sacrosanctum Concilium 14, 26, 28).

1. As a Pastoral Leader of a parish, the Pastoral Leader joins in the celebration of the Eucharist as do all the faithful who gather.
2. The liturgical ritual of each of the sacraments delineates the specific role of the ordained (bishop, priest, deacon) and other ministers.
3. Because the Mass is the source and summit of our faith – the rite by which it is celebrated – is most carefully delineated to the roles of various ministries (i.e. priest, deacon, lector, etc.)
4. The Pastoral Leader does not have a specific liturgical role since it is not a liturgical office. The Pastoral Leader may serve in specific liturgical ministries, such as Extraordinary Minister of Holy Communion, Lector, Cantor, or Server, etc.

The following guidelines for the liturgical presence and role of the Pastoral Leader are given in the light of the above principles: (see chart)

AT MASS***OUTSIDE MASS**

<p>MASS</p> <ul style="list-style-type: none"> ▪ May wear garb appropriate to specific liturgical role in that Mass if others in that role wear same garb (e.g. alb) ▪ May give introduction/welcome ▪ May read intercessions as lector (if not done by usual liturgical minister) ▪ May set altar as server when deacon not present ▪ Distributes Communion as Extraordinary Minister of Holy Communion ▪ Makes announcements ▪ Joins recessional if exercising liturgical ministry ▪ May offer a reflection as a lay Pastoral Leader <u>in addition to</u>, not in place of, homily by priest or deacon as a Call to Worship immediately before Mass begins. A second option is for a brief introduction to the scriptures to be given immediately before the scripture readings at Mass. ▪ Kneels as do all other liturgical ministers and congregation during Eucharistic Prayer ▪ May sit in sanctuary in a place designated for Pastoral Leader, but not in celebrant/presider's chair 	<p>LITURGY OF THE WORD WITH COMMUNION</p> <p>SUNDAY CELEBRATION IN THE ABSENCE OF A PRIEST (In emergency circumstances)</p> <ul style="list-style-type: none"> ▪ Presides at services on Sunday if priest or deacon not available ▪ Gives reflection where called for in the Rite
<p>BAPTISM – AT MASS</p> <ul style="list-style-type: none"> ▪ May introduce and welcome family before Mass or at the beginning of Mass after liturgical greeting by priest ▪ May lead intercessions and litany of saints ▪ May present oil to priest; garment and candle to parents and godparents while priest reads text ▪ May present newly baptized to the community 	<p>BAPTISM – IF NOT AT MASS</p> <ul style="list-style-type: none"> ▪ Presider is either a priest or deacon ▪ The remainder same as at Mass
<p>MARRIAGE – AT MASS</p> <ul style="list-style-type: none"> ▪ May give introduction/welcome ▪ May give reflection before Mass as a Call to Worship or a brief introduction to the scriptures immediately before the scriptures are read ▪ May introduce couple after vows or at end of Mass 	<p>MARRIAGE – OUTSIDE OF MASS</p> <ul style="list-style-type: none"> ▪ Presider is either a priest or deacon ▪ The remainder same as at Mass
<p>FUNERALS – AT MASS</p> <ul style="list-style-type: none"> ▪ May give introduction/welcome ▪ May assist family with funeral pall and symbol ▪ May introduce person who speaks on behalf of family and/or give personal remarks before Liturgy of the Word ▪ May give reflection as a Call to Worship before Mass or a brief introduction to the scriptures immediately before the scriptures are read. ▪ Before the Final Commendation may offer final words of comfort 	<p>FUNERAL LITURGY OUTSIDE MASS</p> <ul style="list-style-type: none"> ▪ Presider may be priest, deacon, Pastoral Leader or trained Lay Minister ▪ Presides at the entire service, using appropriate liturgical ministers throughout service

*** If the Pastoral Leader is a deacon, his role at the Eucharist follows the usual ritual for a deacon.**

APPENDIX II

The Role of the Lay Pastoral Leader in Giving Reflections

1. Pastoral Leaders are encouraged to share the Word of God with their parishioners both formally and informally when appropriate. These occasions may occur whenever the Pastoral Leader is present with parishioners. At these times they share the Word of God:
 - as a welcoming presence among their people;
 - at crucial moments of faith throughout the stages of life of parishioners, especially at times of crisis;
 - at Council and Committee meetings, and other gatherings of the parish;
 - at more formal occasions of prayer such as retreats, devotions, Liturgies of the Word, etc.

2. According to the Liturgical Norms, Pastoral Leaders who have received formation in the practice of giving reflections may do so at designated times during the Mass after consultation with the Priest Celebrant. Canonical and liturgical norms define that the Priest or Deacon deliver the homily after the Gospel at Mass (cc. 766, 767,1 and USCCB complementary norms). The time that is appropriate for a lay Pastoral Leader to give a reflection is:
 - immediately before Mass begins, as a Call to WorshipAs a second option, a brief introduction to the scripture readings may be given:
 - immediately before the reading of the scriptures

The Call to Worship before Mass begins allows the Pastoral Leader to have regular time with the assembled community gathered for Sunday Mass. In the Call to Worship, the Pastoral Leader may offer reflections upon the day's scripture readings or the liturgical time, and connect themes with the life of the parish and parishioners. When this is done, or when a brief introduction to the scriptures is done instead, coordination with the Priest Celebrant is important.

APPENDIX III

Consultation with another Pastoral Leader

In order to gain from the experience and wisdom of a person already in the position of Pastoral Leader, the candidate for this position is asked to meet with a Pastoral Leader. During the dialogue, the following should be covered:

The Story

Each should share their previous ministerial experiences, the story of their call to this ministry, the discernment involved, prerequisites for this ministry, and the process of formation that has taken place.

The Appointment and Entry Process

The Pastoral Leader should share what it meant to be assigned to a parish(es), how the dialogue with parish leaders and the necessary agreements were reached, the entry and commissioning ceremony, and the beginning steps of entry into this new ministry.

The Responsibilities

The Pastoral Leader should share what the overall experience of being a Pastoral Leader is like. Areas to be covered may include:

- Pastoral Leadership and work with the Councils and committees
- Pastoral Ministry
- Administrative duties
- Liturgical ministry
- Relationship with the Priest Moderator and Priest Celebrant
- Living Conditions
- Balance of work, prayer, recreation
- Ways to receive support, advice
- Challenges and rewarding experiences
- Salary and Benefits
- Ongoing formation and evaluations
- Work place issues, staff supervision
- Diocesan oversight and involvement
- Other

After the meeting, both the Pastoral Leader and the candidate should write a brief report of their meeting and share this with each other and the Vicar for Ministers.