

SUMMARY OF WORKPLACE ISSUES DIALOGUE AND RECOMMENDATIONS

The final presentation of the symposium dealt with the Ministerial Workplace. Michael Brough, Director of Planning and Member Services with the National Leadership Roundtable on Church Management, presented a workshop entitled “Raising Expectations in the Ministerial Workplace.” From *Co-Workers* Michael outlined the following as the context of that document for the Ministerial Workplace:

- theology and ecclesiology of communion,
- integration of gospel values and best organizational practices,
- ongoing process of development and dialogue,
- significant degree of preparation, formation, and professional competence,
- mutual and fruitful collaboration
- and comprehensive personnel systems.

In terms of best organizational practices, he proposed that the context of *Co-Workers* translates into: strong leadership and collaboration, open dialogue, planning processes, audits of ministerial workplaces, evaluation processes, and the fostering of employee engagement. The presentation then proceeded to delineate how the six human resource areas listed in *Co-Workers* needed to be developed to meet the standards of best organizational practices in light of Catholic Social Teaching.

Dialogue at the tables surfaced many issues focusing on parish and diocesan human resource policies and practices. Lay ecclesial ministers were exhorted to speak on their own behalf and to raise the expectations necessary for ensuring a just ministerial workplace. Some recommendations named specific issues while others called for complete policies around all issues. Subsequent recommendations related to formation focused on the following three themes.

Personnel Policies: The establishment of personnel policies was a significant area of dialogue by participants. Generated recommendations focused upon the following specific issues and actions:

- Establishment of personnel policies by parishes and dioceses that were just in areas of job descriptions, compensation, ongoing formation, benefits, evaluation, and retreats.
- Establishment of clear guidelines for policies during transition times.
- Development of a policy to be developed to assure portability of benefits across diocesan boundaries.

Resources and Programs: Emphasis was also placed on developing resources, training programs and setting up human resource offices in dioceses where they do not presently exist in order to help guide those in supervisory roles. Recognizing that resources are tight all around, suggestions were made for sharing resources, i.e. neighboring dioceses share a centralized human resource department. Generated recommendations focused upon the following specific issues and actions:

- Development of resources by the USCCB and national organizations that could be used by all to assure justice and compatibility among dioceses and parishes.
- Sponsorship of training workshops on human resource issues for seminarians and pastors.

- Education of parishioners regarding the role of lay ecclesial ministers within a parish and the need for just stewardship on the part of all.

Need for Assessment: Recommendations were made that diocesan and parish personnel assess present practices and make the necessary adjustments to assure that they were in keeping with the spirit of *Co-Workers* and in line with Catholic Social teaching.

Generated recommendations focused upon the following specific issues and actions:

- Recognition and increased consciousness of the diverse cultures that are the Church and to make every effort to reflect that reality in our hiring practices.
- Establishment of a national task force to look at the issue of undocumented workers who are called to lay ecclesial ministry.

WORKPLACE RECOMMENDATIONS BY TABLE: August 2, 2007

<u>Count</u>	<u>Category</u>	<u>Audience</u>	<u>Recommendation</u>
52	1. LEM Council	Bishops	We recommend that each bishop form a council of lay ecclesial ministers to advise him on recruitment, formation, continuing education, authorization and workplace issues for lay ecclesial ministers in his diocese, and that this council function as one of the standing consultative bodies in the diocese.
42	2Undocumented Workers	Bishops	The USCCB will form a national task force to address the issue of undocumented workers who are called to Lay Ecclesial Ministry.
42	3. HR Training	Bishops, USCCB Committees on priestly and diaconal formation	That all Church ministers in a supervisory role be required to receive formation in the knowledge and skills needed for effective human resource management. Give special attention should be given to ordained ministers from other countries and cultures possessing a different ecclesial experience (e.g., not customarily working in a collaborative way with laity or women).
29	6. HR Training	Bishops, diocesan offices, parish leadership	That dioceses employ Human Resource professionals with pastoral training who will be available to advise parishes on best workplace practices.
29	7. HR Training	Bishops Committee on Priestly Formation	So that seminarians and pastors can understand the distinction between a ministerial workplace and a corporate workplace, we recommend developing a workshop that deals with the issues of recruitment, evaluation, mentoring, supervision, terminations, and just compensation
23	9. HR Training	Bishop, Dioc Offices	Orientation programs for new pastors should include training/familiarity in the ministerial workplace as defined in the Co-Workers document, pp.61-65.

19	10. HR Training	Bishops, diocesan offices, Catholic colleges or grad schools, pastoral institutes.	To promote pastoral excellence and compliance with civil and canon law, dioceses will work with Catholic universities to develop training for parish business managers and other ministry supervisors.
19	11. HR Training	Catholic Colleges or grad schools	Seminaries and ministry formation programs should teach a course on servant leadership which integrates best human resource practices with the gospel mandate for justice.
17	16. HR Training	Graduate programs, seminaries	That graduate programs, seminaries and diocesan continuing education programs will develop courses/workshops that address the six human resource categories identified in Co-Workers for all students and diocesan leadership.
14	21. HR Training	Parish	Parish business administrators will be educated and formed as lay ecclesial ministers.
10	36. HR Training	Bishops, diocesan offices	That bishops mandate human resource training for ALL (ordained and lay) in a position that includes supervisory responsibilities.
8	44. HR Training	Dioceses, National Organizations	That dioceses and national organizations develop their capabilities to act as resources to LEMs, especially by offering training and workshops on HR issues, e.g., hiring, supervision, coaching, canon and civic law, etc.
3	55. HR Training	All	Workplace climate and trust issues need to be addressed from all directions.
3	56. HR Training	Bishops	Provide pastors comprehensive HR services as well as basic management training.
37	4. HR Practices	Lay ecclesial ministers	That LEMs when hired express the expectation that the following will be provided: 1. job description 2. periodic evaluation 3. support for ongoing formation 4. an annual retreat and 5. periodic goals and accountability for reaching these goals.

19	12. HR Practices	Bishops, Diocesan Offices	Lay ecclesial ministry job compensation should adhere to Catholic Social Teaching principles ("living wages") and include standard benefits (health insurance, etc) and ongoing educational development, e.g. paid retreat time, workshops, etc.
18	13. HR Practices		That each diocese adopt the six strategies written in Co-Workers in the Vineyard of the Lord and establish a timeline for implementation of effective ministerial workplace practices.
15	19. HR Practices	Symposium attendees	That all present at this symposium commit to this action: return to your home organization and engage pastors, colleagues, and/or HR directors in a dialogue on Co-Workers, specifically the section on the Ministerial Workplace.
15	20. HR Practices	Bishops, Diocesan Offices, Parish Leadership	Change the culture of "employment at will" by advocating for termination with just cause to prevent random staff changes.
13	25. HR Practices	Bishops, diocesan offices, national lay ministry organizations, parish leadership, lay ecclesial ministers	Every parish will have a written plan for LEM volunteers that guarantees funding support for initial and ongoing formation such as workshops, conventions, and retreats.
13	26. HR Practices	Lay Ecclesial Ministers	We recommend that each participant in this symposium make a personal commitment to raise expectations regarding workplace issues in their own ministerial workplace, and network regarding these issues with their co-workers whenever feasible.

12	28. HR Practices	Bishops, diocesan offices, national lay ministry organizations, parish leadership, lay ecclesial ministers	Every parish will have a comprehensive LEM volunteer system that addresses the six areas outlined on pages 62-64 of "Co-Workers in the Vineyard of the Lord" as it applies to the functions of the LEM.
11	33. HR Practices	Bishops, diocesan offices, parish leadership	That a formal performance evaluation process, with clear standards, be in place for all employed in parishes and dioceses.
11	34. HR Practices	Bishops, diocesan offices, pastors	That salaries for lay ecclesial ministers be consistent with the cost of living index in the area of employment.
9	40. HR Practices	Symposium participants	Invest initial energy in those strategies that don't cost extra money but will increase employee engagement/satisfaction. These would include enhancing our own understanding of "best organizational practices", employing strategies that tell lay ecclesial ministers that their work is appreciated and that their roles are understood.
9	41. HR Practices		Diocese be required to have comprehensive classification systems which include: required experience and education, expectations, duties, and responsibilities
9	42. HR Practices		Reasonable just wage scales need to be developed for equitable application across the country given levels of education, years of experience and professional responsibility with provisions for adjustments given the local economy.

8	43. HR Practices	Bishops, diocesan offices	In order to promote stability of sound ministry in parishes, lay ecclesial ministers have written contracts that include a termination clause specifying legitimate reasons for termination and the process to be followed.
6	47. HR Practices	Diocesan CFO, Moderators of the Curia, & Chancellors	Dioceses will model and promulgate good performance, management, and appraisal systems that will promote such practices in the parish.
5	49. HR Practices		The bishops and diocesan offices will model best practices by implementing policies relative to human resources and ministerial workplace issues
5	51. HR Practices	all	A position description must be offered to employees as the starting point in hiring competent persons, evaluating their contributions to mission, and orienting them to productive enjoyment of the workplace.
4	52. HR Practices	Bishops, Dioceses, Pastors	Parishes and dioceses must develop personnel policies in accordance with canon, state and federal law.
2	58. HR Practices		In the absence of a formal evaluation system, LEM's would request performance appraisals from their supervisor.
29	5. HR Resources		By investing in central recruiting services, there is an intentionality to promote diversity in recruiting, hiring, supporting and retaining a workplace which reflects the reality of our church.
29	6. HR Resources	Bishops, diocesan offices, parish leadership	That dioceses employ Human Resource professionals with pastoral training who will be available to advise parishes on best workplace practices.

25	8. HR Resources	Bishops	That the USCCB Committee on the Laity, along with the National Federation of Priest Councils and the Directors, strongly recommend that every diocese establish a Human Resources department or make arrangements to share this junction with a neighboring diocese.
17	14. HR Resources	Bishops, Dioceses	Research the availability of a national non-profit retirement plan that has availability for portability (i.e. TIAA/CREF).
17	15. HR Resources	Bishops, diocesan offices	Within two years, promulgate grievance transitions and terminations policy consistent with the church's social justice teachings and gospel values.
14	22. HR Resources		We propose that common job descriptions be developed for diverse ecclesial ministries on a national level and templates be provided to Diocesan offices in order for adjustments to be made in accordance with local needs. This would promote mutual accountability and clarity of professional duties and just compensation.
14	23. HR Resources	National Lay Ministry Organizations	Develop annual performance evaluation tools based on ministry specializations for use by dioceses and parishes.
13	24. HR Resources	SJU and NLRCM	In order to support pastors and parishes in best organizational practices, disseminate Michael's recommendation to the Bishops and Vicar Generals of every diocese with a request for them to create a list of locally available support resources for parishes. This, then, would be communicated locally.
13	27. HR Resources		The USCCB establish guidelines on portability of employment benefits from diocese to diocese based on years of service.

12	28. HR Resources	Bishops, diocesan offices, national lay ministry organizations, parish leadership, lay ecclesial ministers	Every parish will have a comprehensive LEM volunteer system that addresses the six areas outlined on pages 62-64 of "Co-Workers in the Vineyard of the Lord" as it applies to the functions of the LEM.
12	29. HR Resources	National organizations, diocesan offices, bishops	National organizations represented at this symposium collect data on those best practices that create an employee-friendly, family-friendly ministerial workplace and that utilizes its financial resources in a just fashion
12	30. HR Resources	National organizations, diocesan offices, bishops	NALM and NACPA advocate for portability of benefits (e.g., vacation, salary) that recognizes work experience and years of employment of lay ecclesial ministers in different dioceses.
11	31. HR Resources	National Leadership Roundtable and other national organizations	To develop resources and processes that will a) inform members of Catholic parishes regarding the importance and urgency of church workplace realities and issues, and b) encourage and promote increased financial and other support for all who work in the Church workplace.

10	35. HR Resources	NLRMC and Emerging Models Project	That the NLRMC and Emerging Models Project work together to merge findings from the study on parish realities with identified best organizational practices in order to determine key practices that are the foundational to the exemplary system envisioned by "Coworkers..."
10	37. HR Resources		That each diocese develop clear job descriptions with necessary competencies for lay ecclesial ministers based on the four pillars (human, spiritual, pastoral and intellectual) formations outlined in Coworkers.
6	48. HR Resources	Bishops/ nat. organizations	To develop policies, procedures, resources that will discourage the unjust firings of lay ecclesial ministers by church leaders.
5	50. HR Resources	Bishops Diocesan Offices	Develop processes and policies for terminations and transitions.
4	53. HR Resources	all	Our church must promote systematic, open, and appreciative multi-directional communication as a first step in advancing workplace issues.
2	57. HR Resources	Bishops Diocesan Offices National Lay Ministry Organizations	We recommend that national organizations should dialogue with diocesan offices in establishing principles by which they can establish just compensation guidelines.
17	17. HR Assessment	National organizations, diocesan offices, bishops	That the Leadership Roundtable conduct an audit of all U.S. dioceses on comprehensive personnel management systems in light of Catholic Social Teaching.

15	18. HR Assessment	Bishops, diocesan offices, parish leadership, USCCB, NFPC, NACPA	The Church, through the USCCB, NFPC, and NACPA, should initiate an assessment of HR. practices at all levels (diocesan, parish) in light of Catholic social teaching.
11	32. HR Assessment	Bishops/dioceses	Bishops need to practice what is preached about gospel values in the workplace and just wages and hold their pastors and parish leaders accountable.
10	39. HR Assessment	Appropriate Committee of USCCB (Finance?)	That the body of bishops through the appropriate Bishops' committee (Finance?) will ensure the consistent and just application of Catholic Social Teaching to personnel policies and practices on the diocesan and parish levels.
7	46. HR Assessment	Bishop/dioceses	There needs to be a clarification on the rights, responsibilities and protections of lay ecclesial ministers
10	38. HR Personnel	Diocese	That every diocese either hire or share with another diocese a professionally trained Human Resource professional to serve the diocese and Catholic organizations within the diocese/s.
3	56. HR Personnel	Bishops	Provide pastors comprehensive HR services as well as basic management training.

7	45. Marketing	Bishops Diocesan Offices National Lay Ministry Organizations Parish Leadership	Develop marketing tools to promote LEM ministry as a resource that inspires responsible stewardship on the part of laity, dioceses and parishes.
3	54. Union		National organizations should unite the members in a union of Catholic LEM for the purpose of negotiating best and just workplace practice (as per Bp. Zavala in Origins, Vol. 37, no. 7).

WORKPLACE RECOMMENDATIONS BY TABLE: August 2, 2007

<u>Count</u>	<u>Table</u>	<u>Audience</u>	<u>Recommendation</u>
52	Table 13 Workplace 2	Bishops	We recommend that each bishop form a council of lay ecclesial ministers to advise him on recruitment, formation, continuing education, authorization and workplace issues for lay ecclesial ministers in his diocese, and that this council function as one of the standing consultative bodies in the diocese.
42	Table 9 Workplace 3	Bishops	The USCCB will form a national task force to address the issue of undocumented workers who are called to Lay Ecclesial Ministry.
42	Table 11 Workplace 2	Bishops, USCCB committees on priestly and diaconal formation	That all Church ministers in a supervisory role be required to receive formation in the knowledge and skills needed for effective human resource management. Give special attention to ordained ministers from other countries and cultures possessing a different ecclesial experience (e.g., not customarily working in a collaborative way with laity or women).
37	Table 10 Workplace 2	Lay ecclesial ministers	That LEMs raise the expectation when hired to ask for: 1. job description, 2. periodic evaluation, 3. support for ongoing formation, 4. an annual retreat, and 5. periodic goals and accountability for reaching these goals.
29	Table 8 Workplace 2		Intentionally promote diversity in recruiting, hiring, supporting and retaining a workplace which reflects the diversity of our church by investing in central recruiting services.
29	Table 10 Workplace 1	Bishops, diocesan offices, parish leadership	That dioceses employ Human Resource professionals with pastoral training who will be available to advise parishes on best workplace practices.

29	Table 19 Workplace 1	Bishops Committee on Priestly Formation	Develop a workshop for seminarians and pastors that deals with the issues of recruitment, evaluation, mentoring, supervision, terminations, and just compensation so that they can understand the distinction between a ministerial workplace and a corporate workplace.
25	Table 13 Workplace 1	Bishops	That the USCCB Committee on the Laity, along with the National Federation of Priest Councils and the Directors, strongly recommend that every diocese establish a Human Resources department or make arrangements to share this junction with a neighboring diocese.
23	Table 3 Workplace 1	Bishop, Dioc Offices	Orientation programs for new pastors should include training/familiarity in the ministerial workplace as defined in the Co-Workers document, p.61-65.
19	Table 4 Workplace 1	Catholic Colleges or grad schools	Seminaries and ministry formation programs should teach a course on servant leadership which integrates best human resource practice with the gospel mandate for justice.
19	Table 10 Workplace 3	Bishops, diocesan offices, Catholic colleges or grad schools, pastoral institutes.	To promote pastoral excellence and compliance with civil and canon law, dioceses will work with Catholic universities to develop training for parish business managers and other ministry supervisors.
19	Table 21 Workplace 3	Bishops, Diocesan Offices	Lay ecclesial ministry job compensation should adhere to Catholic Social Teaching principles ("living wages") and include standard benefits (health insurance, etc) and ongoing educational development, e.g. paid retreat time, workshop, etc.
18	Table 17 Workplace 1		That each diocese adopt the six strategies written in Co-Workers in the Vineyard of the Lord, and establish a timeline for implementation of effective ministerial workplace practices.

17	Table 7 Workplace 1	Bishops, Dioceses	Research the availability of national non-profit retirement plan that have availability for portability (i.e. TIAA/CREF).
17	Table 8 Workplace 1	Bishops, diocesan offices	Within two years, promulgate grievance transitions and terminations policy consistent with the church's social justice teachings and gospel values.
17	Table 22 Workplace 2	graduate programs, seminaries	That graduate programs, seminaries and diocesan continuing education programs will develop courses/workshops that address the six human resource categories identified in Co-Workers for all students and diocesan leadership.
17	Table 24 Workplace 1	national organizations , diocesan offices, bishops	Leadership Roundtable conduct an audit of all U.S. dioceses on comprehensive personnel management systems in light of Catholic Social Teaching.
15	Table 4 Workplace 2	Bishops, diocesan offices, parish leadership, USCCB, NFPC, NACPA	The Church through the USCCB, NFPC, and NACPA should initiate an assessment of h.r. practices at all levels (diocesan, parish) in light of Catholic social teaching.
15	Table 20 Workplace 1	Symposium attendees	That all present at this symposium commit to this action: return to your home organization and engage pastors, colleagues, and/or HR directors in a dialogue on Co-Workers, specifically the section on the Ministerial Workplace.

15	Table 21 Workplace 2	Bishops, Diocesan Offices, Parish Leadership	Change the culture of "employment at will" by advocating for termination with just cause to prevent random staff changes.
14	Table 1 Workplace 2	Parish	Parish business administrators will be educated and formed as lay ecclesial ministers.
14	Table 15 Workplace 1		Propose that common job descriptions be developed for diverse ecclesial ministries on a national level and templates be provided to Diocesan offices in order for adjustments to be made in accordance with local needs thus promoting mutual accountability and clarity of professional duties and just compensation.
14	Table 21 Workplace 1	National Lay Ministry Organizations	Develop annual performance evaluation tools based on their ministry specializations for use by dioceses and parishes.
13	Table 5 Workplace 2	SJU and NLRCM	In order to support pastors and parishes in best organizational practices, disseminate Michael's recommendation to the Bishops and Vicar Generals of every diocese with request for them to create a list of locally available support resources for parishes that will be communicated locally.

13	Table 9 Workplace 2	Bishops, diocesan offices, national lay ministry organizations , parish leadership, lay ecclesial ministers	Every parish will have written plan for LEM volunteers that guarantees funding support for initial and ongoing formation such as workshops, conventions, and retreats.
13	Table 13 Workplace 3	Lay Ecclesial Ministers	We recommend that each participant in this symposium make a personal commitment to raise expectations regarding workplace issues in their own ministerial workplace, and network regarding these issues with their co-workers whenever feasible.
13	Table 18 Workplace 2		The USCCB establish guidelines on portability of employment benefits based on years of service from dioceses to dioceses.
12	Table 9 Workplace 1	Bishops, diocesan offices, national lay ministry organizations , parish leadership, lay ecclesial ministers	Every parish will have a comprehensive LEM volunteer system that addresses the six areas outlined on pages 62-64 of "Co-Workers in the Vineyard of the Lord" as it applies to the functions of the LEM.

12	Table 24 Workplace 2	national organizations, diocesan offices, bishops	National organizations represented at this symposium collect data on those best practices that create an employee-friendly, family-friendly ministerial workplace and that utilizes its financial resources in a just fashion
12	Table 24 Workplace 3	national organizations, diocesan offices, bishops	NALM and NACPA advocate for portability of benefits (e.g., vacation, salary) that recognizes work experience and years of employment of lay ecclesial ministers in different dioceses.
11	Table 11 Workplace 1	National Leadership Roundtable and other national organizations	To develop resources and processes that will a) inform members of Catholic parishes regarding the importance and urgency of church workplace realities and issues, and b) encourage and promote increased financial and other support for all who work in the Church workplace.
11	Table 14 Workplace 1	bishops/dioceses	Bishops need to practice what is preached about gospel values in the workplace and just wages and hold their pastors and parish leaders accountable.
11	Table 16 Workplace 2	Bishops, diocesan offices, parish leadership	That a formal performance evaluation process, with clear standards, be in place for all employed in parishes and dioceses.
11	Table 23 Workplace 2	bishops, diocesan offices, pastors	That salaries for lay ecclesial ministers be consistent with the cost of living index in the area of employment.

10	Table 5 Workplace 1	NLRCM and Emerging Models Project	NLRCM and Emerging Models Project work together to merge findings on study on parish realities with identified best organizational practices to determine key practices that are the foundational to the exemplary system envisioned by "Coworkers..."
10	Table 16 Workplace 1	Bishops, diocesan offices	That bishops mandate human resource training for ALL (ordained and lay) in a position that includes supervisory responsibilities.
10	Table 18 Workplace 1		Diocese develop clear job descriptions for lay ecclesial ministry based on competencies developed on the four pillars (human, spiritual, pastoral and intellectual formations outlined in coworkers.
10	Table 22 Workplace 1	Diocese	That every diocese either hire or share with another diocese a professionally trained Human Resource professional to serve the diocese and Catholic organizations within the diocese/s.
10	Table 23 Workplace 1	Appropriate Committee of USCCB (Finance?)	That the body of bishops through the appropriate Bishops' committee (Finance?) will ensure the consistent and just application of Catholic Social Teaching to personnel policies and practices on the diocesan and parish levels.
9	Table 5 Workplace 3	Symposium participants	Invest initial energy in those strategies that don't cost extra money but will increase employee engagement/satisfaction (including enhance own understanding of "best organizational practices", employ strategies that tell lay ecclesial ministers that their work is appreciated and that their roles are understood)
9	Table 6 Workplace 2		(2)Diocese be required to have comprehensive classification systems which include: required experience and education, expectations, duties, and responsibilities
9	Table 15 Workplace 2		Reasonable just wage scales need to be developed for equitable application across the country given levels of education, years of experience and professional responsibility with provisions for adjustments given the local economy.

8	Table 11 Workplace 3	Bishops, diocesan offices	In order to promote stability of sound ministry in parishes, that lay ecclesial ministers have written contracts that include a termination clause specifying legitimate reasons for termination and the process to be followed.
8	Table 20 Workplace 2	Dioceses, National Organization s	That dioceses and national organizations develop their capabilities to act as resources to LEMs, especially by offering training and workshops on HR issues, e.g., hiring, supervision, coaching, canon and civic law, etc.
7	Table 2 Workplace 1	Bishops Diocesan Offices National Lay Ministry Organization s Parish Leadership	Develop marketing tools to promote LEM ministry as a resource that inspires responsible stewardship on the part of laity, dioceses and parishes.
7	Table 14 Workplace 3	Bishop/dioce ses	There needs to be a clarificaiton on the rights, responsibilities and protections of lay ecclesial ministers
6	Table 1 Workplace 1	Diocesan CFO, Moderators of the Curia, & Chancellors	Dioceses will model and promulgate good performance, management, and appraisal systems that will promote such practices in the parish.
6	Table 14 Workplace 2	Bishos/ nat. organizations	To develop policies, procedures, resources that will discourage the unjust firings of lay ecclesial ministers by church leaders.
5	Table 6 Workplace 1		(1)The bishops and diocesan offices will model best practices in terms implementing policies relative to human resources and ministerial workplace issues

5	Table 12 Workplace 2	Bishops Diocesan Offices	Develop processes and policies for terminations and transitions.
5	Table 25 Workplace 2	all	A position description must be offered to employees as the starting point in hiring competent persons, evaluating their contributions to mission, and orienting them to productive enjoyment of the workplace.
4	Table 7 Workplace 2	Bishops, Dioceses, Pastors	Parishes and dioceses must develop personnel policies in accordance with canon, state and federal law.
4	Table 25 Workplace 1	all	Our church must promote systematic, open, and appreciative multi-directional communication as a first step to advance workplace issues.
3	Table 4 Workplace 3		National organizations should unite the members in the Unite of Catholic LEM for the purpose of negotiating best and just workplace practice (as per Bp. Zavala in Origins, Vol. 37, no. 7).
3	Table 7 Workplace 3	All	Workplace climate and trust issues need to be addressed from all directions.
3	Table 12 Workplace 1	Bishops	Provide pastors comprehensive HR services as well as basic management training.
2	Table 2 Workplace 2	Bishops Diocesan Offices National Lay Ministry Organization s	We recommend that national organizations should dialogue with diocesan offices in establishing principles by which they can establish just comp guidelines.
2	Table 6 Workplace 3		(3)In the absence of a formal evaluation system, LEM's would request performance appraisals from their supervisor.