

Topics in Organizational Leadership † for those Engaged in Church Ministry

SESSION 2: INTRODUCTION TO ADMINISTRATION AND MANAGEMENT



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SESSION OBJECTIVES

Learning objectives for today's session:

1. *Learn key principles in Catholic understanding of work*
2. *Identify biblical examples of good administration and management*
3. *Define administration and management and their major functions*
4. *Learn the process for Strategic Planning*
5. *Understand the basics of the Organization's functions*
6. *Learn elements of the Leadership function*
7. *Learn elements of the Controlling function*



CATHOLIC UNDERSTANDING OF WORK

Signs of the Culture-at-Large:



As long as my boss
pretends my salary
is high,
I'll pretend that I
have much work to
do!

www.iLikeitFunny.com



CATHOLIC TEACHINGS: WORK

Laborem Exercens (Pope St. John Paul II)

*"Through work, man must
Earn his daily bread and
Contribute to the continual advance of science and
technology and, above all,
To elevating unceasingly the cultural and moral
level of the society within which he lives in
community with those who belong to the same
family."*



ADMINISTRATION & MANAGEMENT IN THE CHURCH

1. *What are administration and management?*
2. *Are these necessary for the work of ministry in the Church?*



ADMINISTRATION & MANAGEMENT IN THE CHURCH

Biblical blueprint:

Book of Nehemiah

"The achievements of the two men were complementary; each helped to make it possible for Judaism to maintain its identity during the difficult days of the Restoration."

(www.usccb.org/bible/scripture; Introduction)



ADMINISTRATION & MANAGEMENT: DEFINITIONS AND FUNCTIONS

Administration and Management

- *Terms often used interchangeably*
- *Both functions performed by the same people, to a greater and lesser degree*
- *Orienting the work to achieve the goals in alignment with the mission, with the most efficient and effective allocation of resources.*

Administrative Management

- Strategic Planning, Set Goals, Create Policies

Operative Management

- Implementation of policies in alignment with the mission, to achieve the goals



ADMINISTRATION & MANAGEMENT: DEFINITIONS AND FUNCTIONS

Mission

- The purpose of the organization
- Jesus gave us the Great Commission in Mt 28:19
 - Preach; Make Disciples; Teach; Have relationship with Jesus

Objectives

- Statements of mission

Goals

- Set to meet the objectives



ADMINISTRATION & MANAGEMENT: DEFINITIONS AND FUNCTIONS

Vision

- Where the organization is headed and what it will look like
- Holy Spirit provides the vision needed to carry out the mission – eye on where we're headed
 - Acts of the Apostles examples



ADMINISTRATION & MANAGEMENT: DEFINITIONS AND FUNCTIONS

Resource Allocation

- Allocate the resources needed to accomplish the mission:
 - Human Resources
 - Priests and Religious
 - Employees
 - Volunteers
 - Financial Resources
 - Funding (non-profit)
 - Physical Resources
 - Buildings
 - Tools
 - Technology



ADMINISTRATION & MANAGEMENT: FUNCTIONS

Four Major Functions:

- Planning
 - *Determining objectives and goals and deciding the action needed to accomplish them*
- Organizing
 - *Building a framework for the human, financial and other resources needed to accomplish them*
- Leading
 - *Directing the human resources: recruiting, coaching, developing, managing performance*
- Controlling
 - *Monitoring and measuring progress to achieving goals and objectives making changes to course of action if needed*



ADMINISTRATION & MANAGEMENT: PLANNING

(Strategic) Planning

- Scan the Environment and Forecast the Future
 - *S.W.O.T. internal/external analysis tool*
- Establish Objectives
 - *Develop goals based on mission and vision, and create action plans with steps, outcomes, resources, time frame and how to accomplish*
- Design Policies
 - *To indicate how the action is to be accomplished by stating position*
- Develop and Implement Procedures
 - *The elements, tasks and/or chronological order behind the policy*
- Mapping
 - *Programming and scheduling the work*
- Budgeting
 - *Allocating the fiscal, human and physical resources needed to do the work*



ADMINISTRATION & MANAGEMENT: PLANNING

Policies & Procedures

- Design Policies
 - *Short position statement; guidelines; who is affected*
 - *Often formulated as intervention or corrective action*
- Develop and Implement Procedures
 - *Outline form, either chronological order or path of work, or separating elements*
 - *Stated in positive terms to greatest possible extent*
 - *Guard against being too restrictive; avoid bottlenecks in process*
 - *Ensure that they are fair and don't undermine current policy or laws; test with those affected*



POLICIES & PROCEDURES

Example: ADOM sick and vacation day policies, pre-2011

- 1. Sick days used for all kinds of reasons*
- 2. Bank of 90 sick days*
- 3. Unlimited accrual of vacation days*
- 4. Often paid in advance*
- 5. Payout of unused sick time*
- 6. Lack of documentation*
- 7. Option to work in lieu of vacation*



POLICIES & PROCEDURES

NEW Sick and vacation day policies 2011

- 1. Defined eligibility requirements for sick day use*
- 2. Bank of 40 sick days (30 for instructional personnel)*
- 3. Vacation stops accruing at 150%*
- 4. Vacation accrues from date of hire*
- 5. No payout of unused sick time*
- 6. All use of paid time off must be documented*
- 7. No option to work in lieu of vacation*

Policy is reasonable, ensures fairness to employees, consistency in managing, and reduces financial loss.



ADMINISTRATION & MANAGEMENT: ORGANIZING

Organizational Structure

- Design the structure that links people and resources
 - *Org Chart by function (horizontal) and authority (vertical)*
- Assign the work
 - *Staffing the organization: Job Analysis, Job Descriptions*
 - *Delegating and establishing authority, level of responsibility, accountabilities*
- Define and build relationships
 - *Foster engagement and contribution for most effective and efficient means to accomplish goals*



ADMINISTRATION & MANAGEMENT: ORGANIZING

Organizational Structure by Function (Horizontal)

- Mission
 - *Distinguishes one organization from another: What makes the parish different from the hamburger stand?*
- Fundraising
 - *Outreach to constituents*
 - *Develop, generate participatory and financial response from constituents*
 - *In "for-profit": Revenue-Generation/Sales*
- Operations
 - *Finance/fiscal management; human resources; building and properties/plant management; IT*
- Communications
 - *Found in all three; sometimes its own function*



ADMINISTRATION & MANAGEMENT: LEADING

Five Functions of Leading Others

- Decision-making
 - *Everyday decisions appropriate to area of responsibility*
 - *Decisions on issues or problems escalated for resolution (problem-solving, conflict resolution)*
 - *Decisions on new initiatives or courses of action*
- Communication
 - *Strategies for communicating the message (including media)*
 - *Structured conversations*
 - *Adapt the message to the recipient, awareness of her/his context and needs*
- Motivate Others
 - *Understand theories of motivation*
 - *Art of gaining commitment of others through influencing, relationship building*
 - *Creating the environment to foster motivation (foster drivers, minimize or eliminate barriers)*
 - *Lead change and help others adapt to change*
- Recruiting & Selecting People for the Mission
- Training & Development
 - *Provide learning opportunities*
 - *Performance consulting and evaluating*
 - *Coaching*
 - *Providing constructive feedback for job well done and for improvement:*

Ephesians 4:15 "speak the truth in love" to build each other up and help each other develop and grow.



ADMINISTRATION & MANAGEMENT: CONTROLLING

Controlling through Performance Management Cycle

- Set Expectations
 - *State expectation of what has to be accomplished*
 - *Set standards for performance*
 - *Identify how performance will be tracked or measured*
- Review Progress
 - *Monitor and review progress informally through ongoing feedback*
 - *Monitor and review progress formally through scheduled meetings*
- Evaluate Performance
 - *Measure achievement against standards*
 - *Use scientific rating system (annual reviews)*
- Action Plans and Documents for:
 - Individual Development
 - Remediation
 - Corrective Action



ADMINISTRATION & MANAGEMENT: CONTROLLING

EXAMPLE: COMPONENTS OF PERFORMANCE EVALUATION

- **Narrative** to provide clear-cut examples of performance and why specific rating was chosen
- **Narrative** should include:
 - Examples of Incidents (suggesting the following format):
 - **Situation** surrounding the incident or task
 - **Action** (or inaction!) on the part of the employee
 - **Consequences** or results of the employee's action or inaction
 - Measurements of productivity, goals met/unmet;
 - Feedback (both positive and negative) from "field", colleagues; awards;
 - Samples of work, key accomplishments;
 - Corrective / disciplinary actions taken;
 - Results, Results, Results ("As a result of your WXYZ, this is what happened.")
- Note: Rating selected and supportive examples should **not** come as an unpleasant surprise to the employee. (There should have been previous discussion on substandard performance.)



ADMINISTRATION & MANAGEMENT: CONTROLLING

REMEDATION IS CONSISTENT WITH THE TENETS OF OUR FAITH

- When an employee is not meeting expectations:
 - Conversation to set clear expectations
 - Use job description, Employee Handbook, etc.
 - Clarify any concerns or need for additional information or support
 - Confirm understanding of expectations
 - Document conversation (e-mail follow-up)
- *Ephesians 4:15 "speak the truth in love" to build each other up and help each other develop and grow.*



CONTROLLING: PREVENTS ENTITLEMENT CULTURE

What is an Entitlement Culture?

**Individuals doing mediocre work
Are promised long-term job security**



ENTITLEMENT VS. SERVICE

An entitlement culture undermines the service orientation demanded of every effort in the name of Christian service.

“The Son of Man did not come to be served, but to serve and give his life ...” Mk 10:45



ENTITLEMENT VS. SERVICE

HR Role:

Enhance
What
Workers
GIVE



Staffing	+ Creating
Job Design	+ Building
Performance Management	+ Fostering
Organizational Structure	+ Facilitating
Learning & Development	
Employee Relations / Policies	- Removing
Engagement	Barriers
Problem-Solving	- Managing
Conflict Resolution	Risk
Motivation	
Culture	

ADOM Policies &
Procedures



Ensuring Compliance in
Policies & Practices:

14th Amendment



Employment Law

EEOC

FLSA

CRA Title VII

UGESP

FMLA

ADA

IRCA

... and their derivatives

Fair Practices

Wages

Health Benefits

Retirement Benefits

Life Insurance

Disability Insurance

Workers Comp

Unemployment Insurance

Accommodations

Safe Environment

Safety & Security

Perq's and Discounts

Intrinsic Rewards

HR Role:

Ensure
What
Workers
GET





ENTITLEMENT VS. SERVICE

Gains obtained through efforts on behalf of social justice should not diminish employee focus on the mission, and labor on behalf of the mission

“Work ... is always relevant and constantly demands renewed attention and decisive witness. Because fresh questions and problems are always arising, there are always fresh hopes, but also fresh fears and threats, connected with this basic dimension of human existence: man’s life is built up every day from work, from work it derives its specific dignity ...” Pope St. John Paul II, Lab. Ex.



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QUESTIONS?

