

Bishop Hogan on Restructuring

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structure and to advise us. At the same time — August 1976 — all department directors were asked to submit, for these consultants, their ideas on restructuring and Pastoral Center accountabilities. Again, in February of this year, I mentioned at budget review time, and again, in March through memo, that I was establishing a Committee of Analysis, and that one of the primary charges I would give this Committee would be the continuance to conclusion of the work begun early in 1976. This Committee, as you know, asked all the directors this summer to take another look at the suggestions for restructuring they made last summer, and submit again their best ideas. With all of this considerable input — the work of the outside Committee of experts and the two drafts of restructure submitted by the directors — the Committee of Analysis set to work to present to me the alternatives that could best accomplish the goals I stated above.

The attached chart is the result of the work of all of us. It will be the form of structure the Pastoral Services of the

Diocese of Rochester will take. There are many particulars yet to be worked through, and so obviously this new structuring will not become a reality for a few months. But I feel that it is most important to communicate to you this first vital step, even though I am sure it will raise many questions.

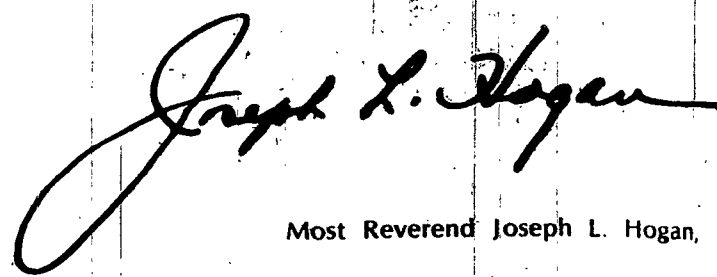
As you can see from the flowchart, I am establishing five Divisions and Division Directors: Support Ministries; Social Ministries (already accomplished); Personnel Staffing and Development; Education; and Special Ministries. Each of the Division Directors will have primary decision-making authority over the departments in their cluster, and the Division Directors will report directly to me and, under ordinary circumstances, these five alone. These individuals will act as well with me as aides in interdivisional affairs. We considered at length the naming of a field representative whose task it would be to guarantee the smooth flow of information and advice from the clergy, religious and laity of the Diocese to the Division Directors. However, in the freedom and pastoral accessibility this new procedure will give me, I will gladly accept this role, and will become

myself the "bearer of glad or sad tidings" to the Division Directors. And I will expect them to respond quickly and positively to the things I tell them our people are saying, and the needs our people are feeling. In this manner I hope to strengthen among all our people their sense of partnership with me in the ministry of the diocese.

Once initiated, this new structure will be evaluated on a yearly basis, with input from all the departments. After the first year of "shakedown," there may well be the need to make adjustments. However, the new structure will stand as outlined for at least a year.

With every blessing, I remain

Sincerely yours in Christ,



Most Reverend Joseph L. Hogan,

Divisional, Departmental Relationships

I. Authority of the Division Director

The Division Director will have, from the Bishop, complete jurisdiction over the Departments within his Division (the right of appeal to the Bishop being maintained). In all areas wherein a Department Director, as Director, has approached the Bishop for advice and consent regarding directions of ministry or services, the Division Director will henceforth be approached. In areas of major policy change, or changes in departmental directions, or major programming changes — areas until now needing the direct consideration of the Bishop — the Division Director will henceforth be approached. In these things, however, it is understood that the Division Director will work in concert with the Bishop and the heads of the other Divisions.

Budget: The Division Director will have final decision-making authority within the Division in the allocation of the total budget for each Department. It is understood that the Bishop, the M.R.C., and the Division Directors will work in concert to respond responsibly to the priorities of the Diocese, and allocate funds to Divisions according to those priorities.

Personnel: The Division Director will have final decision-making authority within the Division regarding the hiring of additional staff by a Department, and/or the opening of new staff positions within a Department. Once approved, the actual hiring of new staff will be done by the Department Director and the Department. Regarding the hiring, when necessary, of new Department Directors, the decision rests with the Division Director, in consultation with the Bishop and with the observations of the staff of the Department.

Evaluation and Accountability: The Division Director will be responsible for the regular evaluation of the Department Directors in the Division, as well as serving as the person to whom the Department

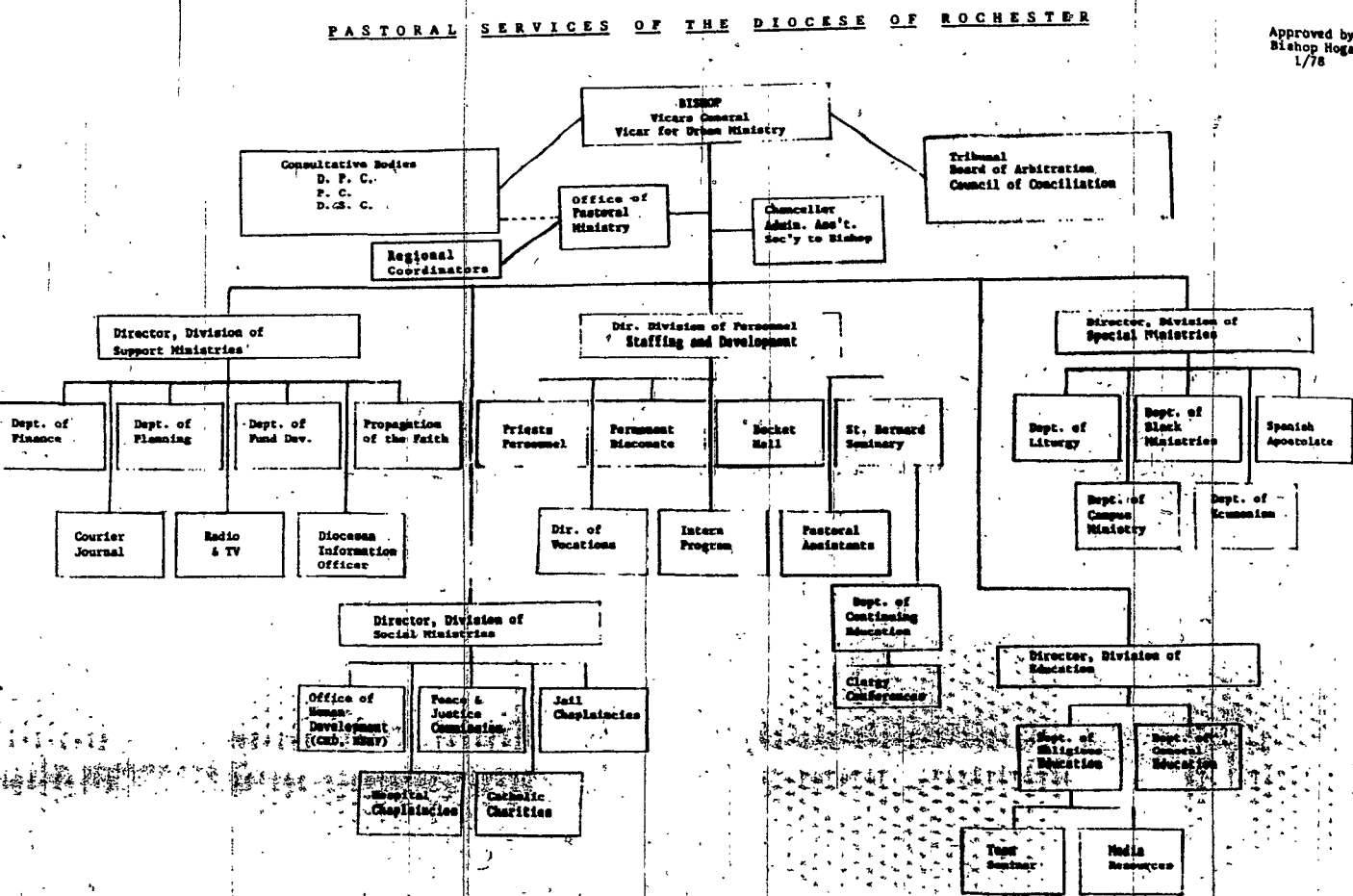
Directors are directly accountable. It is understood that this accountability is in no way meant to be a threat, but rather a service of concern, listening, advising and advocacy. Regarding the Division Director himself, he will be regularly evaluated by the Bishop, and will be directly accountable to the Bishop in all areas that pertain to his role, as well as the roles and goals of the Departments within his Division.

Liaison: The Division Director will bring from the Bishop, the primary advocate of the Diocese, the field-expressed needs to the proper Department, and work with that Department in responding to those needs.

New Directions: The Division Director will have final decision-making authority relative to changes in the basic directions of the Departments within his Division. It will be upon his advice and/or approval — upon consultation with the Bishop and the other Division Directors — that radical changes in directions, approaches, and clientele of a particular Department may be undertaken.

Interchange: The Division Director will be responsible for assuring regular interchange among the Departments within his Division. He will also work with the other Division Directors to assure regular interchanging across Divisional lines, in areas of programming, sharing expertise, developing a creative and sharing usage of skills, etc. He will likewise encourage the Departments within his Division to initiate such interchange, both within the Division and across Divisions. He will do this to assure that no Division works only within itself, and to assure that each Department, regardless of Division, sees its freedom and indeed its obligation to work with other Departments and Services toward building up the whole Church.

Advice: The Division Director will sit with the other Division Directors as an advisory council to



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the Bishop, relative to the delivery of Pastoral Services to the Diocese. This is in no way to conflict with the role of the primary, established Consultative Bodies of the Diocese, the Diocesan Pastoral Council, the Priests' Council, and the Diocesan Sisters' Council, which sit with the Bishop in the establishment of Diocesan goals and priorities.

Termination: Upon consultation with the Bishop, the Division Director may terminate the services of a particular Department Director. The services of the Division Director may be terminated at any time by the Bishop.

II. Authority of the Department Director

It is of primary concern that the integrity of each Department Director be

maintained. It is understood as well that the Division Director is in no way to supplant the Department Director and the Departments as the primary experts in specific fields, and in the affairs and mission of those fields. Hence the basic orientation of the Department Directors toward their Departments will not undergo major changes.

Staff of each Department will be directly accountable to the Department Director.

The job descriptions of staff within a Department will be drawn up by the Department Director and his staff.

The Department Director will be responsible for the hiring of staff for his or her Department.

The Department Director will be responsible for the specific allocation of funds within the general budget assigned to his or her Department.

For direct and specific knowledge of the services and clientele of a particular

Hickey

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in 1959. He was pastor of St. Theodore's, Gates, from June 1961 until he became auxiliary bishop.

During the last year of his pastorate he was vicar general, concerned chiefly with the personnel needs of the diocese. He has been the executive officer of the Priests' Personnel Board since it was established in 1971.

Department, the Department Director and his or her staff will be approached by the Bishop.

The authority to change budget lines within the general Departmental budget will rest with the Department Director.

The Department Directors will work to assure regular interchange with other Departments, whether within the Division or not. In doing so, they may use the services of the Division Directors.

The Department Director will be directly accountable to the Division Director.

Regarding the daily operation and management of a Department, the Bishop will not be available to the Department Director. It is assumed that the Department Director will resolve these issues, or, in areas that prior to this needed the decision of the Bishop, the resolution will be done by the Division Director.

Regarding decisions made by the Division Director in areas of budget, personnel, programming, etc., whether pertaining to the workings of the individual Department, or its relationships

Mulligan

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and Cornell and holds Masters degrees in theology and developmental sociology. He has been an assistant pastor of Holy Cross Church, Rochester, and of Sacred Heart Auburn.

within the Division or to other Divisions, it is understood that the Department Director has the right of appeal from the Division Director to the Bishop.

The Bishop will be available to meet with individual Departments for information, consultation, briefing and support. For purposes of appeal, dialogue, information, personal and professional needs, the Bishop will be available to any member of any staff within diocesan pastoral services.

Prayer Center Schedule

Four weekends of directed prayer have been slated at the Prayer Center of the Sisters of St. Joseph.

The weekends, which are open to lay persons, priests and sisters, will be held Feb. 10-12; March 10-12; April 7-9 and May 19-21.

Directors for the weekends are Father Vincent McDonough, SJ, and Sister Judy Reger, SSI. Reservations and further information are available by calling Sister Judy at 244-1416.

DPC RELATED

Because of the severe snow storm last weekend, the Diocesan Pastoral Council meeting was rescheduled for Saturday, Jan. 28, at Becket Hall, on the St. John Fisher College campus.