



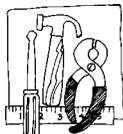
Equipped to Serve

Number 3

A newsletter to encourage, equip & challenge those in Pregnancy Center Ministry.

What's Inside

The Seven page
Fundamentals..... 2



#4: The Qualities of an Effective Helper-
Unconditional Love

Training



Experiential Learning... **3**
Inservice Training... **2**
On-The-Job Training... **4**

Leadership



Hiring New Staff

Client Services 5



Referrals: Building
Community Networks

Volunteers



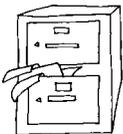
Performance
Evaluations

Quips & Quotes ... 5



Inspiring Words

Resources



People
Products
Websites

Equipped To Serve

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Delight Thyself in the Lord and He will give you the desires of your heart.

This cover story will hopefully both explain and act as an apology for taking so long to publish this third issue of the *Equipped to Serve* newsletter. This has been an incredibly busy year.

In April, the Lord provided an opportunity to travel to Africa and train many women and men from a variety of countries. I wrote, in conjunction with Center Director Vivian Kityo from Kampala, Uganda a third-world African version of *Equipped to Serve*. I traveled and trained with Penny Salazar Phillips. I taught the *Equipped to Serve* basic volunteer training and Penny trained volunteers in post abortion counseling using her book *A Season to Heal*. We trained 50 people from all over Uganda. We then traveled to Johannesburg, South Africa for the Youth for Christ National Directors Institute and trained men and women from 8 different African nations. I have been invited back to South Africa in April of 2002 to train South African volunteers and then to conduct a Training the Trainer Seminar to equip Center directors to use the *Equipped to Serve* training manual. We are collaborating on a South African version of the manual.

Then, as if going to Africa was not enough excitement for one year, on Sunday evening, August 19th, I became the wife of Alan Doty. We met through an ad I placed on a Christian singles internet site. We e-mailed for a while and then met in June of 1999. He lived in Colorado Springs and I in Denver (about an hours drive) so much of our contact was limited to week-ends. In January of 2001 he proposed



to me during our monthly Prayer Group Meeting. Our wedding was a dream come true for me. We have recently bought a house in Castle Rock which is between Denver and Colorado Springs. We even have a German Shepherd puppy! Alan is an offset printer and we have started a small printing and publishing company out of our home. Leaving home to do trainings is so much harder now than ever before! Alan is very proud of my work and is an incredible support to me. He is a kind and gentle man who loves the Lord.

I am now the poster child for, "Yes, women over 40 can and do get married." I love telling our story. It speaks of a God who does answer prayer and gives us the desires of our heart, even if we have to wait a really long time. A God who knows us better than we know ourselves and gives us good gifts in his time.

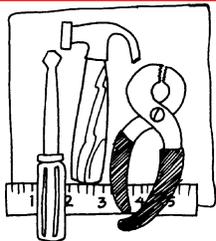
Please keep us and our marriage in your prayers and all the growing and adjusting and communicating that needs to happen throughout the first years of a marriage. Pray that we, through Christ, would seek to love each other well. (Continued on page 6)



#4: The Qualities of an Effective Helper

H Unconditional Love
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The Seven Fundamentals



In this issue we will be examining unconditional love, one of the four qualities of an effective helper. In the manual, this section is introduced with the scripture verse Ephesians 5:1-2 from *The Message*. It says: "Watch what God does and then do it...Mostly what God does is love you. Keep company with him and learn a life of love. Observe how Christ loved us. His love was not cautious but extravagant. He didn't love in order to get something from us but to give everything of himself to us. Love like that."

The discussion that I have found most stimulating and useful to trainees in this section of the training is to spend some time looking at how Jesus loved women in the New Testament and, in recalling those stories, to characterize (put behavior to) extravagant love. We then compare and contrast extravagant love to the characteristics of cautious love and the causes of cautious love. In each situation where Jesus chose to love a particular woman extravagantly, there were potential peer pressures, cultural norms, personal fears and anxieties that could have pressured him to love cautiously as opposed to extravagantly.

The four stories I like to use the most, for obvious reasons are:

1. The Woman Caught in Adultery found in John 8:1-11.
2. The Woman with the Flow of Blood found in Mark 5:21-34.
3. The Samaritan Woman at the Well found in John 4:1-30.

4. The Woman Who Anointed Jesus' Feet found in Luke 7:36-50.

I suggest that you find the translation of these stories you like the best and type them out as handouts so you are all working from the same translation. It helps in the discussion. Write down the ideas that come from the discussion on a flip chart similar to the one shown here.

Extravagant Love	Cautious Love
	Causes

I have replaced this discussion with the one that is in the teaching outlines at the present time. The questions for reflection that are in the manual are useful questions but can be done for homework. I suspect that trainees will be able to answer those questions much more effectively after having this discussion about extravagant verses cautious love.

As usual, it is most important to bring this discussion back to the practicalities of serving the women God sends to the Pregnancy Center. So do NOT forget to end your discussion time with the all important question(s):

1. What is extravagant love going to look like in the counseling room?
2. Who enables us to love extravagantly?
3. What are the things we must be aware of that might cause us to love cautiously?

Remember, it is your job as trainer to equip your volunteers with behaviors, skills, and the motivation to love their clients extravagantly. ♦

Inservice

I asked Marcy McGovern, the Volunteer Coordinator at Alternatives Pregnancy Center in Denver, Colorado what she thought were the basic component to a good inservice for her volunteers. Marcy has been trying to increase attendance at the inservices and has found that these few, basic ideas have increased the attendance and the effectiveness of her inservices.

1. Start and end on time.
2. Attempt to choose a location that is central to your volunteers. This can be difficult but is worth the effort.
3. Choose topics and or guest speakers that are related and applicable to current volunteer needs, struggles and questions.
4. Use name tags. Rarely do all your volunteers know each other on sight or by name.
5. Prepare an agenda. Send it to your volunteers ahead of time and, most importantly, stick to it.
6. Set your inservice schedule a year in advance. Send reminder post-cards 2 weeks prior.
7. Invited various staff and Board members to meet the volunteers.

(Continued on page 3)

Please feel free to copy this newsletter for internal use at your Center. Please encourage other Centers to write, e-mail or call for their own subscriptions. Thanks!

Visit our web site at:
www.equippedtoserve.com

Training



Experiential Exercise Golf Balls & Eggs

Goal

To demonstrate how our perceptions of a person affect how we interact with them.

Objectives

Participants will pass around the group from person to person items that are very different from each other such as a golf ball and an egg.

Where to Use in the Training

In the Who Is She? section of the training.

Group Size

Any size. Good for large groups as everyone can participate without giving up too much training time to the exercise.

Time Required

Approximately 15 minutes including the disciplined reflection if you keep the exercise moving quickly and the trainees focused on the task and the disciplined reflection questions.

Physical Setting

Trainees will stand in a circle in an open area without anything in their hands.

Materials

1. A golf ball
2. An egg

Process

1. Trainer asks all trainees to stand in a circle away from tables, chairs, etc.
2. Trainer throws out a golf ball and asks trainees to throw the ball about to each other.
3. After about 3 to 4 minutes the Trainer takes the gold ball and hands a trainee an egg asking them to throw the egg about to one another as well.
4. Allow trainees to throw the egg around to each other for 3 to 4 minutes or until the egg gets broken, whichever is first.

Disciplined Reflection questions

Sharing Questions:

1. What were you aware of as we did this exercise?
2. What was most significant about this exercise for you?

Interpreting Questions:

1. How did your behaviors change when the items changed?
2. Identify some of the various behaviors you noticed during the exercise.

Generalizing Questions:

1. How do our perceptions affect our actions?
2. What is the significance of the difference between the golf ball and the egg?

Application Questions:

1. What does this have to do with the women we will see at the Center?
2. What can we take with us into the counseling room from this exercise?❖

Inservices (Continued from page 2)

8. Facilitate but do not control the conversation that arises during the inservice. Bring up a topic and allow the volunteers to bounce ideas around and/or brainstorm. Their own ideas and experiences help each other immeasurably and it gives more seasoned volunteers the chance to help and teach some of the newer volunteers. This creates a sense of camaraderie. Seasoned volunteers begin to think, "Yes, I have learned a few things and I can help others." For instance, you might have a discussion about how to handle difficult helpline callers. The input from seasoned helpline volunteers is invaluable. It also carries more weight with new volunteers because the discussion comes from "real life" situations and calls and how they were handled.
9. Attempt to create a place of connection for your volunteers. This especially applies to the helpline volunteers who do not come in to the Center and often feel a bit out there on their own. Have volunteers help each other see the importance of each of their jobs.
10. Use icebreakers, experiential learning exercises, snack time, etc. to have some fun.
11. Always, always, always review the Seven Fundamentals.
12. Remember to always have practical application to everything you discuss or learn during the inservice. The question should always be, "What will you take away from this inservice that will help you better minister to the clients God sends to you?"❖



Performance Evaluations

What, Who, When, Where, Why, and How

What?

A performance evaluation is a time for Center staff to give volunteers feedback about how well they are doing in relation to their job description. It is also a time when volunteers get to give staff feedback on their perceptions of the volunteer program and what needs they have that are not being met.

Who?

All volunteers, especially those who work with clients in any capacity.

When?

Once a year

Where?

Usually at the Center. With discussion and role-play, the process should take about an hour to an hour and a half.

Why?

- 1) Volunteer evaluations provide good leadership. Most people want to know how they are doing. Good leaders provide that information.
- 2) You owe it to your clients to know the quality of service that is being provided by volunteers. How well do you know what is happening behind the closed doors of the counseling room? Reading counselor notes only tells part of the story.
- 3) The Center staff needs feedback from volunteers as to their perceptions of the volunteer program and ideas for changes and additions they might have. Performance evaluations keep the lines of communication open, inviting feedback, change and collaboration with the people (our volunteers)

that are essential to the work of our ministries.

- 4) Evaluations honor the hard work of our volunteers, providing them individual attention, personal feedback, giving them a voice in the volunteer program.

How?

I suggest a three-part program that is based upon the volunteer's job description and the counseling expectations established during training.

Part I

Volunteers Evaluate the Volunteer Program and Training

This is where you ask Volunteers for feedback about the volunteer program. See enclosed sample.

Part II

Volunteer Self-Evaluations

A form that lists their job responsibilities and asks them to rate themselves from 1 to 5 on how well they are accomplishing the tasks and responsibilities of their jobs. See the enclosed samples. A short interview should be scheduled to discuss both their evaluation of the Center as well as their self evaluation. This is the time when the staff member listens and responds to the concerns, suggestions and needs of the volunteer.

Part III

Supervising Staff Members Meet with and Role-play with Volunteers

Role-play allows you to schedule a time for a Performance Evaluation and accomplish the task without having to depend upon actual clients. If a Volunteer can counsel well in a role-

(Continued on page 6)

On-The-Job Training

Following Up on Training Homework

Since there is a fair amount of homework given out during the training, it is important to follow up on those assignments during On-The-Job Training. This is important in order to see if the volunteer is following up on their commitment to do the homework and continue to practice the skills and read through their manual from front to back after training is over.

Most volunteers will not do this unless there is some structure imposed upon them during their OTJ Training. I have a list of homework assignments given during training on the OTJ training checklist. As these assignments are reviewed during OTJ training they are checked off the list. I expect one of these assignments to be completed each week and then review the assignments in their manual with them the following week. I want to see that they have filled out the practice exercises and reflection questions so I ask them to always bring their manuals and to show me their answers by asking for answers to specific questions located in the manual.

The purpose of OTJ Training is not just to give trainees a lot of busy work, but to give you a chance to see whether or not they are "getting it." It being the memorization, understanding of, and ability to use the Seven Fundamentals. We know that these skills do not come naturally and come to us through diligence and practice, practice, practice. Holding trainees responsible for their homework reinforces how important the skills are to the ministry as well as to you, their supervisor. It also gives them the opportunity (albeit forced) to review and practice the necessary skills it takes to be an effective counselor.❖



Referrals: Building Community Networks

Referrals is an important and integral part of the Pregnancy Center ministry but one that is often overlooked in its potential to build and maintain connection and networking with the community. As we climb the steps to crisis intervention with our clients, the step of Evaluating Resources is important in empowering our clients to take care of themselves and their children.

As we evaluate the resources available to her we should address them in this order:

1. The clients personal and family resources.
2. Community resources
3. Pregnancy Center resources.

Our job is to empower the client to care for herself and her children without making her dependent on the Pregnancy Center for her sole source of support. Many Pregnancy Centers provide a wide range of programs and resources because they are not available any where else in their community. Other, more metropolitan Centers are in communities where a wide variety of services are being provided by a number of other agencies in their

city or town. It is these Centers that have a wonderful opportunity to network with these agencies to provide the best care for our volunteers. It can also provide a wonderful opportunity for additional referrals to the Pregnancy Center from the community.

How many referrals are you receiving from other community agencies? If the number is low, you probably need to do some better networking with other community agencies.

A Pregnancy Center need not have to be all things to all women, especially if there are other agencies in your area providing the services your clients may need.

Does a referral letter on your letter head mean anything to the agencies to which you refer? Might a letter of introduction or referral on you letterhead get you client served quicker or better at another agency?

Most Pregnancy Centers have a list of referrals that is often photocopied and given to clients. Some Center's have a booklet of referrals called Mother's Resource Guide or something similar. These lists and booklets give clients lots of information but what it does not give them is a letter

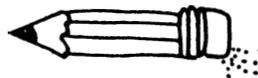
of introduction to the agency or a specific contact within the agency you're referring to that might best help them.

The more information you have about an agency, the more likely a client is to follow up on that referral. We all know what it feels like to start cold-calling organizations only to spend forever punching numbers on our touch-tone phones, wondering if we will ever get to talk with a real, live person. Having correct and updated phone numbers and extension numbers, names of actual people they should talk to, information about what they will need to fill the requirements of that particular agency all help a client to have the courage to pick up the phone and make the calls.

How do you find the time to gather the resource information and network with other agencies? A Center in Denver had a volunteer, who was giving time to the Center for a college class, update their referral manual. She was required to volunteer for 15 hours and was able to accomplish the task. Often there are people who want to volunteer at a Center but do not want to work with Clients these are perfect candidates for this job. You might try

(Continued on pg. 6)

Quips & Quotes



"Keep your feet on the ground, but let your heart soar as high as it will. Refuse to be average or to surrender to the chill of your spiritual environment."

A.W. Tozer *The Root of Righteousness*

"Faithless is he that says farewell when the road darkens." J.R.R. Tolkien

"Man is broken. He lives by mending. The grace of God is glue."

Phillip Yancy *What's So Amazing About Grace?*

"I believe that unarmed truth and unconditional love will have the final word in reality... I still believe that we shall overcome."

Martin Luther King, Jr.

"Knowledge is indispensable to Christian life and service. If we do not use the mind God has given us, we condemn ourselves to spiritual superficiality and cut ourselves off from many of the riches of God's grace."

John R. Stott



Performance Evaluations

(Cont. from pg. 4)

play they will probably do well in the counseling room. If they cannot exhibit a working knowledge of the Seven Fundamentals in a role-play, I do not believe that they are using them effectively in the counseling room either.

The focus of this role-play should be fired by the Volunteer's self evaluation and the Seven Fundamentals or whatever training concepts you use in your training program. The importance of this is that the evaluation be based on objective criteria that was taught in your training program and has been reinforced throughout your on-the-job training program and inservice trainings.

Volunteers should always know what is expected of them in the counseling room and given encouragement, support and ongoing training to help them achieve their counseling goals. If your training does not provide such objective criteria, then you might rethink your training program. After the role-play is completed, I suggest pulling out the Seven Fundamental sheet from the training manual and evaluate the role-play by going down the Seven Fundamentals and discussing each one in light of what happened in the role play.

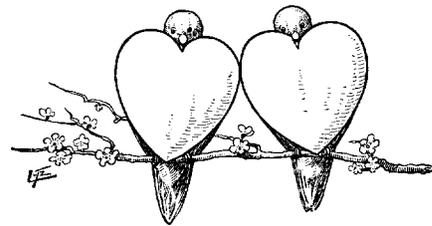
Based upon the role-play, the staff member gives positive, helpful feedback to the volunteer. They also discuss areas of weakness and the staff member helps the volunteer to make a plan to address the areas of weakness. If there are serious problems, the staff member must make a plan for follow-up with the volunteer, in order to keep tabs on her progress. You owe it to your clients to hold your volunteer counselors responsible to counseling well and to keep very poor counselors out of the counseling room.

What happens when a volunteer does poorly in the role-play? It is a time to ask some hard questions and to be VERY honest in your responses.

1. Who's fault is this?
2. Might the volunteer be ill suited for the job?
3. What does the volunteer think is the problem? What are some of her

solutions?

4. Was it a failure of your training program?
5. Are your job descriptions clearly stated?
6. How well do you help volunteers transition from the classroom to the counseling room?
7. How clear are your expectations of performance in the counseling room?
8. How did you (as a supervisor) not know that the volunteer was doing so poorly up until now? ❖



The Desires of Your Heart

(Cont. from pg.1)

I am hoping to see all of you at the Focus on the Family Conference. I was denied a display table but will be attending the conference. I will have wedding pictures with me for anyone interested. I also hope to have with me the new Helpline Training Manual, so make sure your check it out! ❖

Referrals & Networking

(Continued from page 5)

asking Volunteers who stopped coming down to the Center due to family obligations to make some phone calls from home. This might be a good project for current volunteers to work on when things are slow at the Center and they are not seeing clients. The experience of calling to gather information might give them more empathy for clients who are often faced with the hassles of trying to get the resources they need. Keep all your information files on a computer so it can be updated easily. Information should be updated at least once a year.

Who should be doing the networking? A Client Services staff member should be visiting agencies and networking with them. Take some time to get to know the Director or Client Service staff at the agencies to which you refer. Research the agency and be prepared to find a way to create an alliance with them. Set up meetings to discuss how you can better work together. Take a folder of information about the Center that is handpicked and designed for that agency. Include a letter that outlines how the Pregnancy Center could serve them and a variety of ways in which you might collaborate and serve each other. Make sure you bring appropriate brochures they might be able to give to their clients. Try to establish a relationship and a method where a referral letter on Center stationery might get Pregnancy

Center clients in the door easier and vice versa. How can Center volunteers prescreen clients for them so we do not send people who would not be eligible for their programs? What would they most like to see/need from the agencies who refer to them? Come to the meeting with a servant attitude. Creating relationship with agencies you refer to is a great way to care for your clients and a potential source of new clients for your Pregnancy Center. Give it a try! ❖



Ruth Elkins Philkill 1924 - 2001

One of the other reasons this newsletter is late is due to the fact that my Mother passed away suddenly on November 27, 2002.

She was a grand lady who spent her life investing in the eternal pursuits of faith, hope, and love. I grieve losing her so unexpectedly but take hope in knowing she is with Jesus.



Hiring New Staff

Hiring new employees is both stressful and exciting. Exciting because it means the ministry is growing and expanding. Stressful because it is often hard to find the right person for the job. It can be costly to the ministry if someone is hired only to find out that they are not the right fit for the job or the organizational structure.

Hiring new employees is ultimately a leadership issue in that it takes a wise leader to recognize her strengths and weaknesses and to hire to those weaknesses. It also takes great humility to be able to delegate job tasks to others, allowing them to do the job they were hired to do.

In this article I will be addressing hiring staff other than the Executive Director. When it is time to expand the Center’s staff, it is the Executive Director who should be doing the hiring. Even if the staff is of the size that there is another staff member designated to do the initial work of hiring new employees, the Executive Director should have the final say in hiring employees. The Executive Director sets the vision and leadership for the Center and therefore should be the final say as to whether or not any candidate would fit in well with the current staffing configuration.

A few problems that often occur during hiring are:

1. Putting the cart before the horse.
2. Not clearly defining the job description before the hiring starts.
3. Not waiting for the best person to come along.
4. Not letting resumes work on your behalf.
5. Poor interviewing skills.
6. Providing worthy salary.

The rest of this article will focus on these problems and how to avoid them.

Putting the Cart Before the Horse

The hiring of new employees usu-

ally starts because the Executive Director is feeling overwhelmed and is screaming, “HELP!” Often this becomes the problem as new employees are hired too quickly in order to get some relief for the Director. Hiring new employees should be done slowly and methodically. The first step is to decide what kind of position is needed. In order to do this the Director must make a thorough assessment of the ministry’s needs as well as her strengths and weaknesses. The position needs to be created in order to serve the ministry yet not duplicate the strengths and skills of the Director. A good Director hires to her weaknesses.

Often we make the mistake of finding a person before we have determined what job is needed. No matter how great a person is, you must resist the desire to craft a job description based on a person. The job description must be based on the needs of the ministry. Once the job description is developed you can see if the person you had in mind would be a good fit or not. Believe me, it will save you a lot of time and hassle down the road if you put first things first.

The Job Description

A job description is a detailed list of the tasks to be accomplished for the position you are hiring. It should be as detailed as possible to facilitate the resume selection process and the interviewing of applicants. It is the job description that will be the criteria by which you evaluate an employee both during the probationary period and the yearly performance appraisal. The more specific the job description the better. It should be a list of specific, measurable tasks. For example: Compiles monthly client statistics from the client database and submits them to the Executive Director by the fifteenth of the following month. This is much more specific than: Compiles monthly client statistics. The first has standards

of performance, the other is vague and unclear.

Patience . . . Patience

It is better to wait for the right person to come along than to hire just anyone. Often this is difficult because you are hiring because you need help and are probably overwhelmed as it is. Although it is hard, you will fair better in the long run if you wait. Why pour all the time and energy into training someone only to see them leave or worse, stay and do a less than satisfactory job? If there are no real candidates in the first round of resumes, then solicit more. Ask, why hasn’t anyone applied? Are those notices you sent to churches hanging in some remote corner of the church that does not get good traffic? Think of other creative ways and means to advertise: 1) Call other ministries that might have resumes from similar job searches. 2) Make sure all your volunteers know about the position. Sometimes volunteers can make the best employees. 3) Call pastors (church secretaries) you have a personal relationship with and ask if they might know of someone in their church who might be good for the job. 4) Christian colleges in your area might have some graduates and/or students who might be looking for a full or part-time job. 5) Bathe your search in prayer.

Resumes

Resumes are the first round of the selection process. This is where having a very detailed job description will be of great assistance. The job description will help you determine the skills and qualities needed to perform the job effectively. After compiling the job description make a list of the minimum and maximum skills and efficiency you are hoping for in applicants. Do this before the resumes start arriving and before you interview anyone. This

(Continued on Page 8)



Resources

People

Sue Huseby, Coordinator
Rocky Mountain
Counselor's Conference (RMCC)
P.O. Box 1040 • Avon, CO 81620
970-376-5236 husebyg@vail.net

The RMCC has been serving Pregnancy Center volunteers through an annual conference for 15 years. The RMCC serves about 60 Centers from 8 states and 200 volunteers and staff attended this year. The attending Centers take turns helping with responsibilities such as gathering advertisers for the conference note book, assembling the conference notebooks, registration, teaching workshops that speak to volunteers' needs, designing the conference brochure, etc.

Contact Sue for help in starting a Volunteer Conference in your area.

Products

Equipped to Serve Helpline Training Manual.

It has all the great components of the *Equipped to Serve Counselor's Manual*, but is written for and geared towards the Helpline Volunteer. It is designed to give you space to put in materials specific to your own center. Ready for distribution early 2002. Call soon and order a copy for your Center. Show it to your current Helpline Volunteers and see what they think!

Websites

www.dogbark.com

Thinking about launching a web site for your Center? I have found a great webhosting company called www.dogbark.com. Reasonable hosting prices with a company that is run by Christians who ask that all the sites they host be PG13 rated. Check them out and tell them I sent you!

Hiring New Staff

will help keep the process more objective. Here are some examples for a variety of jobs: good phone etiquette, types 70 words per minute, 2 years bookkeeping experience, advanced capacity on Microsoft Word, Access and Excel, Masters Degree in Counseling or Social Work. Next, make a list of qualities necessary to do the job as well as fit into the life of your ministry. Some examples are: team player, flexible, focused, task oriented, people oriented, similar counseling philosophy, etc.

Once you have these lists you can compare the qualifications on resumes with the ones on your list. Do not bother interviewing anyone who does not have most of the skills on your list. If they have the skills, the next step is to interview them and see if they possess the qualities you are looking for. If you are unsure of a candidate, you can always make a quick phone call to answer any questions you might have.

Using Your Listening Skills

Interviewing is more of an art than a science. A good interviewer is a good listener. Your RIGHT listening skills will come in handy, especially the skill of Good Questions. Prepare ahead of time for your interviews. Compare your list of skills and qualities with her resume and develop a variety of questions that will help you gather enough information about the candidate and her past employment history to see if she would be a good match for your ministry. Ask questions that demand honest answers without being obvious about what it is you are looking for. For example, let's say you are looking for a Development Director who will be visiting with major donors and doing a lot of one-on-one fund-raising. Her resume indicates that she raised \$250,000 for another ministry. That looks good on paper but now you want to know HOW she raised the money. Specifically, you want someone who is personal and relational and can represent your ministry to a variety of people who's giving motivations are varied and individual. A simple question like, "How did you raise the \$250,000?" or "Tell me about how you

shared the work of the ministry with individual major donors," will uncover not only what she did but how she did it. How she answers your question will help you determine if she might be a good fit for your ministry. Don't show your hand by saying, "We are looking for someone who can comfortably interact with a wide variety of people. Tell me when and how you have done that in your previous job." Ask the questions you want without telling the candidate what you are looking for. Ask questions like these for all major areas of her resume that correlate with your job description. Listening carefully to her answers will help you determine if she has the qualities you are looking for as well as the skills and experience required for the job. When asking other questions that do not pertain directly to the candidate's job description, (such as, "Who has been most influential in your life?") you must ask the same questions to all applicants. Make sure and research all the legal requirements for interviewing in your state. There are some things, by law, that cannot be asked. Find out what they are.

You might consider testing some candidates depending upon the job description. Ask an Administrative Assistant candidate to complete a simple spreadsheet on Excel for you. Ask a Director of Client Services candidate to role-play with you. Ask a Director of Development candidate to write a donor thank you letter or a fund-raising letter to a specific audience. Make sure you tell them in advance what you expect from them at the interview and how long it will take so they can plan that time into their schedule. ❖

