

Request for Proposal: **Consultant-Interim Program Director-Apprenticeship Program (2010-12)**
Accountable To: Interim Administrator and Steering Committee (aka Board of Directors)
Location: Mariandale Retreat Center, 299 N. Highland Ave., Ossining, NY 10562

GSG: The **Guild for Spiritual Guidance (GSG)**, a New York (501)(c)(3) not-for-profit corporation, provides two programs—the **Apprenticeship Program** and the **Graduate Program**—for those who have a searching spirit, a deep spiritual hunger, and who are willing to learn within a group from different spiritual traditions. In its 30+ year history, the Apprenticeship Program has remained true to its roots as a two-year spiritual formation certificate program designed to prepare participants within a contemplative, interfaith community for a ministry of assisting others, both formally and informally, to discern the presence of Spirit in their lives within the diverse contexts of contemporary society. The two-year Apprenticeship Program includes the study of three strands: Teilhard de Chardin, Carl Jung, and the Mystics (primarily from the Judeo-Christian tradition), as well as skill-building activities (e.g., “Holy Listening”) to enhance this ministry. Integral to the entire GSG experience is the community created by shared study and open exchange of each other’s personal experiences and spiritual journeys within a loving environment. Over 250 participants (seventeen cohorts) have graduated from the Apprenticeship Program and entered into the fullness of The Guild for Spiritual Guidance through its Graduate Program, a themed series of two full-community retreats per year based on the three strands, as well as on-going community sharing.

EXPECTED RESULTS: To be discussed with the successful candidate.

ESSENTIAL DUTIES AND RESPONSIBILITIES: In order to achieve the Expected Results, the person filling this position is expected to work, under general direction, collaboratively with the Steering Committee, (aka the Board of Directors), the Interim Administrator, and the Program Director-Graduate Program, using a team approach, to: (1) Participate in program design; (2) Support the successful selection, recruitment, and retention of new Apprentices; (3) Assist in selecting new faculty members (cultivators and processor) for the Apprenticeship Program; (4) Guide and facilitate the transformational learning and development of the Apprentices; for example, by facilitating/processing all Apprenticeship meetings; 5) Develop and maintain collaborative ongoing relationships with: the Steering Committee, the Interim Administrator; the Program Director-Graduate Program; faculty (cultivators and processor); the facility provider; and, Apprenticeship applicant referral sources. Other duties may be assigned.

COMPETENCIES: GSG expects all of its program consultants to demonstrate the following competencies: adaptability/flexibility, analytical skills, attendance/punctuality, budget/cost consciousness, change management skills, coordination skills, delegation, dependability, diversity consciousness, ethics, initiative, innovation, excellent interpersonal skills, sound judgment, motivation, excellent oral and written communication skills, organizational support skills, planning/organizing skills, problem solving skills, productivity, professionalism, project management skills, quality consciousness, stakeholder service skills, strategic thinking skills, team work, technical skills, and visionary leadership.

MINIMUM EDUCATION/EXPERIENCE REQUIRED:

1. High school diploma or G.E.D. and at least six years of applicable training/experience; **or**, Associates degree (A.A.) in a related field and at least four years of applicable training/experience; **or**, Bachelor's degree (e. g., B.A., B.S.) and at least two years of applicable training/experience; **or**, Master's degree (e. g., M.A., M.P.A., M.B.A.); **and**,
2. Direct experiential knowledge of the spirit and work of GSG through engagement as a GSG Apprenticeship graduate, cultivator, retreat leader, or friend of GSG.

DESIRABLE KNOWLEDGE/PROFICIENCIES:

1. Maintains a deep contemplative life and practice;
2. Possesses the spiritual gifts necessary to fulfill this role and its responsibilities;
3. Capable of spiritual leadership, whose discernment abilities have been honed during his / her own spiritual journey;
4. Trained in the art of spiritual guidance, whose own spiritual/theological/philosophical framework enables him or her to listen to Apprentices and others, being conscious of his / her personal point of view without imposing it on others; and,
5. Familiar with the three strands of the Apprenticeship Program of GSG: Teilhard de Chardin, Carl Jung, and the Mystics (primarily from the Judeo-Christian tradition), as well as skill-building activities (e.g., “Holy Listening”) to enhance the ministry of spiritual guidance.

SUBMISSION PROCESS: Applicants are invited to email: (1) A letter proposal outlining their qualifications; (2) A current resume; and (3) Three professional references to: hollymoore@hvc.rr.com

GSG Position Title: Consultant-Interim Program Director-Apprenticeship Program (2010-12)
Reports To: Interim Administrator and Steering Committee (aka Board of Directors)
Location: Mariandale Retreat Center, 299 N. Highland Ave., Ossining, NY 10562

Summary: Under general direction, working collaboratively with the Steering Committee, (aka the Board of Directors), the Interim Administrator, and the Program Director-Graduate Program, using a team approach: (1) Participates in program design; (2) Supports the successful selection, recruitment, and retention of new Apprentices; (3) Assists in selecting new faculty members (cultivators and processor) for the Apprenticeship Program; (4) Guides and facilitates the transformational learning and development of the Apprentices; for example, by facilitating/processing all Apprenticeship meetings; 5) Develops and maintains collaborative ongoing relationships with: the Steering Committee, the Interim Administrator; the Program Director-Graduate Program; faculty (cultivators and processor); the facility provider; and, Apprenticeship applicant referral sources. Other duties may be assigned.

Expected Results: The person filling this position is responsible for achieving and/or facilitating the achievement of the Expected Results listed on Attachment A for the period 1/2010 through 6/2012.

Essential Duties and Responsibilities include the following. Under general direction, working collaboratively with the Steering Committee, the Interim Administrator, and the Program Director-Graduate Program, using a team approach:

- Participates collaboratively in program design.
- Supports the successful selection, recruitment, and retention of new Apprentices.
- Assists in selecting new faculty members (cultivators and processor) for the Apprenticeship Program.
- Guides and facilitates the transformational learning and development of the Apprentices; for example, by facilitating/processing all Apprenticeship meetings.
- Develops and maintains collaborative ongoing relationships with: the Steering Committee, the Interim Administrator; the Program Director-Graduate Program; faculty (cultivators and processor); the facility provider; and, Apprenticeship applicant referral sources.
- Makes recommendations regarding program policies and procedures.
- Participates in recruiting and interviewing of potential Apprentices and faculty (cultivators).
- May develop (or assist in developing) appropriate marketing material and marketing/outreach strategies for the program.
- Networks both within and outside GSG to expand apprentice recruitment and opportunities for apprentice success.
- Works collaboratively to set realistic performance targets in accordance with contract requirements.
- Develops and documents all program activities.
- Oversees all program operations and coordinates all program faculty (cultivators and processor).
- Coordinates classroom training sessions, workshops, and other related events for Apprentices
- Recruits, supports, and provides oversight to outside consultants hired to work with program.
- Monitors and processes billing from outside consultants and other vendors to the program.
- Maintains and manages inventory of all program-related materials.
- Inputs information into appropriate databases; prepares information tracking and analysis reports and program status reports.
- Ensures that all Expected Results are met.
- Maintains complete and accurate program records.
- Conducts periodic internal file reviews and implements quality assurance measures as needed to ensure quality service delivery to Apprentices.
- Ensures that all Apprentice files and program/ files are kept in compliance with GSG and funders' standards.
- Participates in Apprentice and program progress reviews.
- Prepares (or reviews), and ensures the accuracy and timeliness of, contract and financial reports and statistical information for both GSG management and funder use.
- Analyzes program and demographic data to make program improvements.
- Communicates with peers in other GSG programs/projects on best practices.
- Attends internal/external meetings as requested.
- Satisfactorily performs other duties, as assigned.

Competencies: To perform the job successfully, an individual should demonstrate the following competencies:

- **Adaptability/Flexibility** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to fit the situation; Exhibits ability to deal with frequent change, delays, or unexpected events; Exhibits ability to multi-task.
- **Analytical Skills** - Demonstrates attention to detail; Collects and researches data; Uses intuition and experience to complement data; Exhibits good reasoning skills; Synthesizes complex or diverse information; Designs work flows and procedures.
- **Attendance/Punctuality** - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.
- **Budget/Cost Consciousness** - Displays orientation to revenue generation and expense control; Works within approved budget; Develops and implements cost saving measures; Conserves organizational resources.
- **Change Management Skills** - Develops workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.
- **Coordination Skills** - Includes entire team in planning, decision-making, facilitating and process improvement; Takes responsibility for program activities; Makes self available to Apprentices, as well as to faculty members (cultivators and processor); Solicits and applies Apprentice and team feedback (internal and external); Fosters quality focus in others; Improves processes and services; Continually works to improve coordination skills.
- **Delegation** - Delegates work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.
- **Dependability** - Follows instructions, responds to management direction; Takes responsibility for own actions; Keeps commitments; Commits to long hours of work when necessary to reach goals; Completes tasks on time or notifies appropriate person with an alternate plan.
- **Diversity Consciousness** - Shows respect and sensitivity for cultural differences among Apprentices and Graduates, as well as among the Steering Committee, the Interim Administrator; the Program Director-Graduate Program, faculty (cultivators and processor), the facility provider, and, Apprenticeship applicant referral sources; Educates others on the value of diversity; Promotes a harassment-free environment.
- **Ethics** - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.
- **Initiative** - Demonstrates ability and willingness to work independently as a self-starter; Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Takes independent actions and calculated risks; Looks for and takes advantage of opportunities; Asks for and offers help when needed.
- **Innovation** - Displays original thinking and creativity; Meets challenges with resourcefulness; Generates suggestions for improving work; Develops innovative approaches and ideas; Presents ideas and information in a manner that gets others' attention.
- **Interpersonal Skills** - Exhibits ability to get along with diverse personalities; Exhibits tactful, mature, flexible behavior; Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.
- **Judgment** - Displays willingness to make decisions; Exhibits good reasoning skills as well as sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.
- **Motivation** - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence; Takes calculated risks to accomplish goals.
- **Oral Communication** - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.
- **Organizational Support Skills** - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values.
- **Planning/Organizing Skills** - Exhibits ability and willingness to multi-task; Prioritizes and plans work activities; Uses time efficiently; Plans for additional resources; Sets goals and objectives; Develops realistic action plans.

- **Problem Solving Skills** - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.
- **Productivity** - Meets productivity/quantity standards; Completes work in timely manner; Strives to increase productivity; Works quickly.
- **Professionalism** - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments; Establishes and maintains appropriate boundaries with Apprentices and with other team members as well as with outside stakeholders; Maintains Apprentice, team and organizational confidentiality.
- **Project Management Skills** - Develops project plans; Coordinates projects; Communicates changes and progress; Completes projects on time and budget; Manages project team activities.
- **Quality Consciousness** - Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own work to ensure quality.
- **Stakeholder Service Skills** - Exhibits patience, empathy, high-energy level, and non-judgmental attitude and behavior toward and about stakeholders; Exhibits willingness and ability to engage diverse stakeholder populations; Builds on stakeholders' strengths; Manages difficult or emotional stakeholder situations, with appropriate boundaries; Responds appropriately to stakeholders' needs and requests for service and assistance; Meets commitments; Maintains Apprentice, team and organizational confidentiality.
- **Team Work** - Works hard to accomplish team goals; Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Demonstrates ability and willingness to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed; Recognizes team accomplishments.
- **Technical Skills** - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.
- **Visionary Leadership** - Displays passion and optimism; Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Inspires respect and trust; Accepts feedback from others; Provides vision and inspiration to peers and subordinates; Gives appropriate recognition to others; Mobilizes others to fulfill the vision.
- **Written Communication** - Writes clearly and informatively; Edits work for spelling and grammar; Presents numerical data effectively; Demonstrates ability to read and interpret written information.

Qualifications:

To perform this job successfully, an individual must be able: (1) to accomplish the expected results, (2) to perform each essential duty satisfactorily, and (3) to consistently demonstrate the competencies listed above. The requirements listed below are representative of the knowledge, skill, and/or ability required.

Minimum Education/Experience Required:

1. High school diploma or G.E.D. and at least six years of applicable training/experience; **or**, Associates degree (A.A.) in a related field and at least four years of applicable training/experience; **or**, Bachelor's degree (e. g., B.A., B.S.) and at least two years of applicable training/experience; **or**, Master's degree (e. g., M.A., M.P.A., M.B.A.); **and**,
2. Direct experiential knowledge of the spirit and work of GSG through engagement as a GSG Apprenticeship graduate, cultivator, or retreat leader.

Desirable Knowledge/Proficiencies:

1. Maintains a deep contemplative life and practice;
2. Possesses the spiritual gifts necessary to fulfill this role and its responsibilities;
3. Capable of spiritual leadership, whose discernment abilities have been honed during his / her own spiritual journey;
4. Trained in the art of spiritual guidance, whose own spiritual/theological/philosophical framework enables him or her to listen to Apprentices and others, being conscious of his / her personal point of view without imposing it on others; and,
5. Familiar with the three strands of the Apprenticeship Program of GSG: Teilhard de Chardin, Carl Jung, and the Mystics (primarily from the Judeo-Christian tradition), as well as skill-building activities (e.g., "Holy Listening") to enhance the ministry of spiritual guidance.

English Language Ability:

Ability to read, analyze, and interpret curriculum materials. Ability to respond to common inquiries or complaints from Apprentices, faculty (cultivators), facility provider, etc.

Reasoning Ability:

Ability to define problems, collect data, establish facts, and draw valid conclusions.

Computer Skills:

To perform this job successfully, an individual should have knowledge of Word Processing software; Spreadsheet software; Internet software; and Database software.

Certificates and Licenses:

None required.

Work Environment:

- Mariandale Retreat Center and its environs.
- Each year of the two-year program, the Apprentices meet ten times (monthly from September through June): nine times from Friday afternoon through Saturday afternoon), plus one full weekend retreat (Friday afternoon through Sunday afternoon).
- Steering Committee (aka Board of Directors) meetings are also held at Mariandale Retreat Center.