

Request for Proposal: **Consultant—GSG Interim Administrator (1/2010-6/2012)**
Accountable To: Steering Committee (aka Board of Directors)
Location: Within commuting distance to Ossining, NY

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 collaboratively with the Steering Committee and two Program Directors, using a team approach, to: (1) Advise and make recommendations to the Steering Committee (aka Board of Directors) regarding strategic and organizational issues; (2) Assist in formulating objectives, policies and procedures for the organization in accordance with Steering Committee directives and the not-for-profit corporate charter; (3) Implement Steering Committee decisions; (4) Coordinate all day-to-day activities toward the organization’s primary objectives; (5) Prepare all internal and external documents and reports as required; (6) Attend full and partial Steering Committee meetings (both in-person and by phone).; and (7) Consistently represent GSG in meetings/negotiations with funders, other organizations, and the broader community. Other duties may be assigned.

COMPETENCIES: GSG expects all of its management consultants to demonstrate the following competencies: adaptability/flexibility, analytical skills, attendance/punctuality, budget/cost consciousness, change management skills, delegation, dependability, diversity consciousness, ethics, initiative, innovation, excellent interpersonal skills, sound judgment, managerial skills, 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:

High school diploma or G.E.D. and at least ten years of applicable training/experience; **or**, Associates degree (A.A.) in a related field and at least eight years of applicable training/experience; **or**, Bachelor’s degree (e. g., B.A., B.S.) and at least six years of applicable training/experience; **or**, Master’s degree (e. g., M.A., M.P.A., M.B.A.) and at least four years of applicable training/experience (all of the aforementioned experience including at least two years of team management experience).

DESIRABLE KNOWLEDGE/PROFICIENCIES:

1. Marketing and outreach experience
2. Successful recruitment and selection experience
3. Effective leadership and listening skills in working with diverse constituencies, including: Apprentices, Graduates, Program Directors, Steering Committee members, funders, etc.

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—GSG Interim Administrator (1/2010-6/2012)****Reports To:**

Steering Committee (aka Board of Directors)

Location:

Within commuting distance to Ossining, NY

Summary: Working collaboratively with the Steering Committee and two Program Directors, using a team approach: (1) Advises and makes recommendations to the Steering Committee (aka Board of Directors) regarding strategic and organizational issues; (2) Assists in formulating objectives, policies and procedures for the organization in accordance with Steering Committee directives and the not-for-profit corporate charter; (3) Implements Steering Committee decisions; (4) Coordinates all day-to-day activities toward the organization's primary objectives; (5) Prepares all internal and external documents and reports as required; (6) Attends full and partial Steering Committee meetings (both in-person and by phone).; and (7) Consistently represents GSG in meetings/negotiations with funders/investors, other organizations, and the broader community.

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. **Working collaboratively with the Steering Committee and two Program Directors, using a team approach:**

- Develops and expands the organization's recruitment, outreach, and overall program.
- Recruits, interviews, and selects new Apprentices.
- Recruits, interviews, and selects new faculty members (cultivators and processor).
- Advises and makes recommendations to the Steering Committee (aka Board of Directors) regarding strategic and organizational issues; leads the Steering Committee and the Program Directors through a strategic planning process yielding a five year strategic plan for the organization.
- Assists in formulating objectives, policies and procedures for the organization in accordance with Steering Committee directives and the not-for-profit corporate charter.
- Implements Steering Committee decisions.
- Plans, coordinates, and controls the daily operation of the organization, either directly, or indirectly through other consultants.
- Prepares all internal and external documents and reports as required.
- Attends full and partial Steering Committee meetings (both in-person and by phone).
- Consistently represents GSG in meetings/negotiations with funders/investors, other organizations, and the community.
- Reviews operating results of the organization, compares them to established objectives, and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results.
- Oversees the adequacy and soundness of the organization's financial structures.
- Directs and coordinates formulation of financial programs to provide funding for new and continuing operations to maximize returns on investments and to increase productivity.
- Plans and develops stakeholder and public relations policies designed to improve the organization's image and relations with all stakeholders.
- Establishes and maintains an effective system of communications throughout the organization.
- 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** - 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.
- **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 / 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.
- **Managerial Skills** - Includes entire team in planning, decision-making, facilitating and process improvement; Takes responsibility for team activities; Makes self available to interim program directors and to Steering Committee; Solicits and applies feedback (internal and external); Fosters quality focus in others; Improves processes and services; Works to improve managerial skills.
- **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/Graduates and with other team members as well as with outside stakeholders; Maintains Apprentice/Graduate, 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/Graduate, 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:

High school diploma or G.E.D. and at least ten years of applicable training/experience; **or**, Associates degree (A.A.) in a related field and at least eight years of applicable training/experience; **or**, Bachelor's degree (e. g., B.A., B.S.) and at least six years of applicable training/experience; **or**, Master's degree (e. g., M.A., M.P.A., M.B.A.) and at least four years of applicable training/experience (all of the aforementioned experience including at least two years of team management experience).

Desirable Knowledge/Proficiencies:

- Marketing and outreach experience
- Successful recruitment and selection experience
- Effective leadership and listening skills in working with diverse constituencies, including: Apprentices, Graduates, Program Directors, Steering Committee members, funders, etc.

English Language Ability:

Ability to read, analyze, and interpret legal contracts, budgets and financial reports. Ability to respond to common inquiries or complaints from stakeholders, outside agencies, or the community. Ability to write and to present reports that conform to prescribed style and format.

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.