

Hiring an Executive Director?

Congratulations. You are embarking on one of the most exciting and scary activities in the life of a non-profit organization. Whether you are hiring your first Executive Director or your eighth Executive Director, we've compiled some helping hands for you to aid in the process of hiring an Executive Director.

All of the helping hands are borrowed from real, live lesbian and gay organizations. Questions? Feel free to email russellr@gillfoundation.org, an OutGiving Evangelist, to help you out with the process. Ideas on information that would be helpful to you and other organizations in hiring an Executive Director? Send them on over to us! Email russellr@gillfoundation.org.

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LAMBDA COMMUNITY CENTER

149 West Oak Street, Suite #8, Fort Collins, Colorado 80524

Phone: 970-221-3247 Fax: 970-221-2139 E-mail: board@lambdacenter.org

SERVING THE GAY, LESBIAN, BISEXUAL, TRANSGENDER AND SUPPORTIVE COMMUNITIES

Position Opening

Executive Director

The Lambda Community Center, based in Fort Collins, Colorado, is seeking an Executive Director. The Executive Director, in partnership with the Board of Directors, is responsible for the organization's consistent achievement of its mission/goals and will also have day-to-day responsibility for program development and administration, communications, personnel, volunteers, and budget/finance.

The ideal candidate will have:

- Degree or training in human services, public administration, social work, or related fields
- Progressive experience working with the GLBT communities and youth
- Experience in fundraising, public relations, and legislative advocacy
- Experience in non-profit/social service management
- Experience working with a non-profit board of directors

In addition, the ideal candidate will have an ability to:

- work with persons from diverse backgrounds
- work with people of all sexual orientations
- work as a team member
- effectively communicate in a variety of formats
- develop, implement, and evaluate programs
- proficiently operate computer software (word processing, database, accounting) for use in a nonprofit setting

The salary is \$18,000-20,000/year with medical benefits.

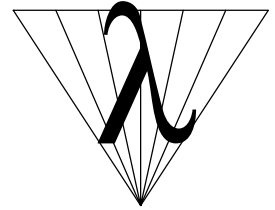
The Lambda Community Center is the educational, social, and advocacy center or hub of the Northern Colorado and Southern Wyoming gay, lesbian, bisexual, transgender, and supportive communities. The Center was founded in 1993 as a 501(c)3 organization following Colorado's Amendment 2. The organization sponsors support groups, educational programming, a resource library, a business council, community pride coalition, and a monthly newsletter. You can visit the Lambda Community Center on the Internet at <http://www.lambdacenter.org>.

The Lambda Community Center does not discriminate on any basis including sexual orientation, race, creed, color, religion, gender, sex, national origin, disability, veteran status, or HIV status.

Send resume by February 28th to:

***Executive Director Search
c/o President, Board of Directors
Lambda Community Center
149 West Oak Street, Suite 8
Fort Collins, CO 80524
e-mail: board@lambdacenter.org
fax: (970) 221-2139***

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Position Description

Position Title: Executive Director

Position Summary: Serves as the Center's chief executive officer, with responsibility for fundraising, planning, administration, and management of the Center's day-to-day activities, personnel, and programs.

Reports to: President of the Board of Directors

Principal Functions and Responsibilities:

1. Carry out policies and instructions as developed by the Board of Directors of the Center
2. Maintains professional standards and practices in all aspects of representation and service to the Center.
3. Follow and participate in executing and developing, as directed by the Board of Directors, the Operating and Fundraising plan for the Center.
4. In consultation with the Board of Directors, the Executive Director, shall:
 - Plan and supervise the programs and activities of the Center
 - Manage the normal, day-to-day affairs of the Center
 - Interface with the membership
 - Identify, develop, and monitor sources of revenue for the Center
 - Develop and implement public relations efforts on behalf of the Center
5. In partnership with the Executive Committee of the Board, act as a representative and spokesperson for the Center to other community organizations, the public, government agencies, social service organizations, education and health organizations on local, state, and national levels.
6. Manage personnel and volunteers for the Center
7. In consultation with the Treasurer of the Board of Directors and/or a Board-appointed financial officer, assist in the preparation and monitoring of the Center's budget
8. Attend Board and other meetings as required
9. Provide information to the Board of Directors as needed

Position Requirements:

- Demonstrated commitment to professionalism
- Clear sense of commitment to the mission of the Center
- Experience working with the GLBT community
- Previous experience (two years) in a leadership role with a social service or non-profit organization preferred
- Experience managing a budget similar to that of this Center (approximately \$55,000) preferred
- Funding development experience including grant writing and donor solicitation
- Superior verbal and written communication skills
- Superior personnel and volunteer management skills
- Superior public relations skills, including public speaking and experience with media management

CHARACTERISTICS	1	2	3	4	5	6	7	8	9	10	Total
Organized											
People Skills											
Integrity / Honesty											
Planner											
Self-Directed											
Passion for Mission											
Media Savvy											
Experienced											
Telegenic											
Trust											
TOTAL											

NOTES:

(continued)

QUALIFICATIONS	1	2	3	4	5	6	7	8	9	10	Total
Commitment to GLBT Movement											
Commitment to PPGLCC Mission											
Computer Skills - Database, Internet, Word Processing											
Fund Raising Experience											
Public Speaking Skills											
BA/BS or Equivalent Experience											
Creative											
GLBT Experience											
Grant Writing Experience											
Non-Profit Experience											
Passionate											
Supervisory Skills											
Verbal Skills											
Volunteer Coordinator											
Volunteer Recruitment											
Written Skills											
TOTAL											

NOTES:

(continued)

First Interview Questions

1. What do you see as the role of the Community Center in Colorado Springs?
2. What do you see the Community Center doing 6 months after you begin this job?
3. What are the reasons you want to work for a queer organization?
4. What was the most stressful work situation you've encountered & how did you handle it ?
5. What was the best learning experience for you in the GLBT Community?
6. Pretend I am a major donor. Ask me for a major donatio?
7. Pretend I am a TV reporter. CFV has just failed in an attempt to get City Council to change its Zero Tolerance Resolution. As the Executive Director how would you comment about your feelings on this subject.
8. Any questions for the Selection Committee?

Beyond the Questions: Activities to Evaluate Potential Performance

Activity 1:

The objectives of this activity are:

- a) to evaluate the candidate's ability to frame messages in writing for the press
- b) to understand the candidate's writing ability in a short, high-pressure time
- c) to assess the candidate's ability to think clearly and strategically under pressure

The Scenario – CFV, an anti-gay organization in Colorado Springs, failed to get enough signatures to place an anti-gay initiative on the April Ballot. This initiative sought to deny gay and lesbian city employees equal protection from discrimination in the city of Colorado Springs.

Your Task: Write a press release about this victory for the gay and lesbian community.

Activity 2:

The objectives of this activity are:

- a) to evaluate how the candidate prioritizes activities
- b) to understand the candidate's problem solving skills
- c) to assess the candidate's impromptu writing ability

You arrive at the Community Center's office at 10 a.m. on Monday morning.

The following is a list of things that need to be done before your noon meeting. How do you prioritize these activities?

- 1) Volunteer is waiting at the door to do volunteer work from 10 am until 2 pm
- 2) 14 messages on the answering machine
- 3) Stack of mail from Friday and Saturday
- 4) Weekend movie group left pizza boxes and cans all around the center
- 5) 300 copies of Community Vision have been dropped off for distribution around the community
- 6) A young person who was kicked out of school is hanging around the Pride Center
- 7) You need to confirm 12 volunteers for the telefundraiser next week
- 8) Membership renewals need to be written and sent out today
- 9) You have lunch with potential major donors on Wednesday, Thursday, and Friday. You need to confirm these meetings and talk with the board members who are coming with you for each meeting.
- 10) The Gazette has sent you a fax requesting an interview with you about the recent controversy about gay issues in Colorado Springs

Second Interview Questions

Opening

1. Tell us about a challenging experience on a previous job. What you learned from it and what you would do differently.
2. What was the most rewarding experience you had on a previous job?
3. What are the reasons you want to work in the queer community?

Board Experience

4. How do you describe the relationship between an executive director and a board of directors?
5. What do you expect from the President of the Board of Directors as the only employee in the organization?
6. What three things would you expect from each board member on the PPGLCC board?
7. What would be most rewarding to you about directly working with a volunteer board of directors?
8. What would be most challenging to you about directly working with a volunteer board of directors?

Fundraising Experience

9. Tell us about your previous fundraising successes. How much money have you personally be responsible for raising? Through what fundraising strategies?
10. The community center wants to increase it's 1999 budget by three times the 1998 budget through an individual donor program. Describe how you would design, implement, manage, and evaluate the individual donor program for the community center.
11. The community center wants to increase the revenue generated by pridefest. Describe how you would build more cash opportunities into pridefest for the community center.
12. Netcore is the association of businesses and business people in Colorado Springs who are supportive of the queer community. Describe how you would use these resources to generate support for the community center.
13. Based on a budget of \$40,000 for 1999, how would you engage the board in a process to determine the budget for the year 2000? When will you know how much to project for revenue in 2000? What revenue sources would you emphasize for the year 2000?

Program Experience

14. What new program ideas do you have for the community center?
15. How would you begin implementing programs at the community center?
16. Describe how you would work with volunteers. Describe your specific experience with working with volunteers, if any.
17. How do you manage difficult relationships?
18. Tell us about your experiences with diversity. What have you learned about working with a diverse group of people?

Political Savvy

19. One of the challenges that faces the queer community in Colorado Springs is the closet. How would you create an environment at the community center in which people could feel comfortable to come out of the closet in ways that they are comfortable and also respect the decisions that individuals make? Be specific and concrete.
20. Another challenge that faces the queer community in Colorado Springs is the presence of an organized and vocal extreme right. How concretely do you see that impacting the queer community? What concrete actions should the community center take in light of this situation?
21. Tell us how you would put together a progressive coalition of people to oppose anti-gay organizing in Colorado Springs.