



Leadership Toolkit

ALLIANCE for
HOPE
INTERNATIONAL

Presented By



MISSION:

To create a network of national and international Family Justice Centers with close working relationships, shared training and technical assistance, collaborative learning processes, and coordinated funding assistance.

VISION:

A future where:

- All the needs of victims are met,
- Children are protected,
- Violence fades,
- Batterers are held accountable,
- Economic justice increases,
- Families heal and thrive,
- Hope is realized, and
- We ALL work together...

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Introduction

This toolkit for Family Justice Center Executive Directors is designed to assist Centers with the recruitment, retention, and evaluation of Executive Directors. It also contains resources for the Directors themselves such as succession planning documents. This toolkit should be used in conjunction with Chapter 3 in Dream Big, Start Small: How to Develop and Sustain Family Justice Center. As discussed in supporting books and documents leadership in Family Justice Centers is ever changing, and different phases of development will require different leadership. Collaborative leadership is key and finding someone who can facilitate conversations and create shared decision-making will be critical to success.

We consider this toolkit to be a work in progress and welcome your feedback. Please send your suggestions to the Family Justice Center Alliance, 101 W. Broadway, Suite 1770, San Diego, California 92101.

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Hiring Procedures

Executive Director Qualifications

In **Hope for Hurting Families II**, Casey Gwinn and Gael Strack list the requirements for an FJC Director (pp. 74-77). “The director needs experience or the ability to acquire skills to address at least these issues (please note that this list is not exhaustive):”

- Financial management and annual budget.
- Grant writing and management.
- Board development.
- Personnel issues and human relations.
- Leadership and teamwork.
- Community awareness and outreach.
- Relationship development with the domestic violence community - local, state, and national.
- Conflict resolution.
- Relationship building with city, county and state government agencies.
- Donor development.
- Wise use of volunteers.
- Strategic Planning.
- Program development.
- Public relations and handling the media.
- Subject matter expertise in domestic violence, elder abuse, sexual assault, and child abuse.
- Legal issues concerning confidentiality, medical mandated reporting, partnership agreements, and liability issues.

The factors to be considered in selecting a Director versus the original Project Coordinator should be understood. Collaborative leadership is very different than command leadership. This is a reminder that collaboratives who pick a leader with strong managerial or leadership gifts who does not have any real ability to build consensus and facilitate shared decision making processes with partner agencies will not succeed. The surest way to destroy a collaborative effort is to put a command style, power and control-oriented leader in charge of bringing together diverse organizations!

Listed below are necessary and preferable qualifications for an Executive Director, based on a discussion with current directors. However, these qualifications are only a guide. Depending on the needs and phase of development of the individual Family Justice Center these required qualifications may change.

Necessary Qualifications for the Executive Director Position:

- Bachelor's Degree required, further education preferred.
- A background in Domestic Violence (DV) or a willingness to learn about the field; awareness of the DV community, including (but not limited to) knowledge of proposed and current laws affecting DV victims and perpetrators.
- Directors should be effective communicators, possessing the people skills needed to build relationships with the onsite partners, as well as County and City Departments and community based organizations.
- Directors should possess managerial skills and be able to develop the resources of the FJC, including its staff, partners, and volunteers.
- Ability to prepare reports and maintain statistics regarding the FJC.
- Basic financial knowledge, particularly a familiarity with grant- writing and fundraising.
- The flexibility to address the needs of a constantly changing organization.
- Ability to travel.

*Preferable Qualifications for Directors of **New** Family Justice Centers:*

- Experience in the DV field is greatly preferred. Director's knowledge of the subject is crucial to bringing onsite partners into the Family Justice Center (FJC) and working with them.
- Legal background is also preferred as legal issues may arise during the process of creating the FJC.
- In some cases, knowledge of one or more languages other than English may be preferable.

*Preferable Qualifications for Directors of **Established** Family Justice Centers:*

- Background in DV is not as important. Onsite partners have already been established, along with the rest of the FJC infrastructure.
- Legal background is not as important.
- Trust becomes even more important when bringing a new Director into an already-established FJC. The Director should be a “neutral party” with no bias towards a particular aspect or division of the FJC.
- A background in business is often preferable, especially a background in marketing and/or fundraising, with which the Director could address the funding needs of a growing Center.
- Although not necessary, connections to local law enforcement, legal agencies, and social service organizations are helpful.
- In some cases, knowledge of one or more languages other than English may be preferable.

Advertising for the Position

There are a variety of ways in which a Family Justice Center can advertise a job opening for the Executive Director position. However, before any announcements are made or postings are released, the board members should confer among themselves, as well as with the Center staff members and on-site community partners, and decide the extent of the candidate search and what an ideal candidate would look like (see “Candidate Search and Hiring Process,” next page).

Examples of methods by which a Center could advertise for the position are listed below:

- Use of local advertisement in the form of local and statewide newspapers.
- Networking and use of contacts; asking qualified persons to apply for the position.
- Online advertisement, including:
 - Job-search sites such as indeed.org, craigslist.com and monster.com.
 - Advertisement on websites containing content relevant to DV issues, or websites that advertise available jobs within NPO’s, i.e. idealist.org.
- Check with your state domestic violence coalition to see if they have opportunities for posting job openings on their website.

Candidate Search and the Hiring Process

To have a successful candidate search, the Family Justice Center board members, staff, and on-site partners must be in agreement about the goals of the search process, relevant dates for hiring and a timeline for transitioning, as well as their role in welcoming the new Director. Once these issues have been discussed, the Center can begin to prepare for the candidate search. Preparations for the search and the steps for the hiring process are listed below.

- Determine whether or not suitable in-house candidates for the position of the Executive Director exist.
- Determine whether or not the candidate search needs to extend beyond the Center, and if so, if it should take place on a local, statewide, or national level.
- Reach an internal agreement among board members as to the nature of the position, the expected duties of the Director, and the necessary qualifications for the job.
- Discuss the strengths and weaknesses of the previous Director.
- Consider creating a profile of the ideal candidate based on the Center's current and future needs.
- Creation of a Board Search Committee.
- Search committee collects resumes from interested applicants. Resumes are assessed using the standard rubric agreed upon before the search commenced. (See the sample resume rubric in the appendix)
- Promising candidates should be scheduled for a series of formal and informal interviews.
 - Interviewee should possess a basic knowledge of the workings of a FJC, and express a passion for the movement's mission and vision.
 - At least one panel interview with the board should be included.
 - During the final stages of the interview process, onsite partners should be allowed their input.
 - Example: panel interview by a city representative and three representatives of partner agencies such as community council, the police department, a local shelter, or a legal agency.
 - Further example questions are found in the appendix



Succession Planning

Why Succession Planning

Even with the right governance structure, Family Justice Centers sometimes struggle because the Director cannot develop the right team. The Director either has the wrong people around them or they have failed to keep everyone focused on the mission, goals, and objectives of the Center. Madeline Carter, writing for the Center for Effective Public Policy, has identified the key components of a successful, collaborative, high performing team. Every Family Justice Center planning team should ensure these components are in place and every Center Director should regularly consider if they have fostered and promoted each of these as priorities in a Center:

- Clear and elevating goals
- A unified commitment to the goals
- A results-driven structure that measures success
- The right people on the team
- Effective, shared leadership processes
- A climate conducive to collaborating
- Standards of excellence for all members of the team
- External support and recognition for staff, partners, and volunteers

Leadership in a collaborative is difficult and can cause burnout if the supporting infrastructure and staffing is not developed. It should be the goal of the current Director and the Board of Directors to appropriately plan for the future. Begin selecting or mentoring a possible successor the moment you enter office. Establish procedures for succession planning and begin developing transitional materials. Ensure the knowledge you gain and the lessons you learn are not lost when you leave. Create a system that will allow your Family Justice Center to thrive long after you leave.

Short-Term or Emergency Succession Planning

For some Family Justice Centers where long-term succession planning (see below) is not possible, short-term or emergency succession planning may be the best option. Short-term succession planning focuses on developing a set of procedures which can be put in place when an Executive Director, for example, announces his or her resignation. These procedures are designed to help prevent knowledge loss when an employee leaves the Center. Some basic tactics for short-term succession planning include:

- Regularly preparing and updating detailed job descriptions for each position
- Making sure that there is at least one employee who has the skills necessary to cover each upper-level management position temporarily
- Have a search process prepared in advance and begin the search as soon as the employee announces that he or she will be leaving

Short-term or emergency succession planning is used when an employee leaves unexpectedly and/or there is no in-house replacement available. In this case, a replacement will be recruited from outside current Center staff and they will need to be transitioned. This section lists and explains several strategies for a successful transition.

Transitioning a Successor

Duties of the Position

A basic account of the Director's duties should be found in the job description, but a more detailed version is of vital importance to a successful transition. To ensure that the description of duties is as accurate as possible, the Director should account for their daily activities while also incorporating previous progress reports and anticipating the future needs of the Center.

To accomplish this, the Director who is leaving should begin preparing for their departure as soon as they make that decision. Taking a daily account of one's activities in the weeks prior to departure can help expand the basic job description. The Director should also take note whenever they use a type of software or computer program and make sure that their successor will know how to use it – either recruit another employee who is familiar with the software to instruct the new Director, or have the departing Director create a guide. Create a list for the successor: what is going well at the Center? What needs work? Prioritize the problem areas.

To get the “big picture,” it may be helpful for the Director to look over personal progress reports from the past year or as long as records have been kept. Finally, the departing Director should consider the focus of the Center and possible future requirements of the position.

Welcoming the Successor

After the original Director has left and their replacement has joined the FJC staff, the remaining staff members are responsible for making the new Director's transition as seamless as possible. It helps if staff members have a general idea of the previous Director's activities and transition plan for the successor, so that they can help the new Director become comfortable at the Center. Certain staff members who worked closely with the previous Director may be asked to act as institutional memory for the newcomer, familiar with the previous Director's projects and able to answer questions about the organization and position when they arise. A welcome binder with information on all the partners, FJC staff and board members, and local domestic violence issues may also be useful.

Components of Long-Term Succession Planning

Training and Development

The training and development of individuals within the FJC is crucial to long-term succession planning and talent management. This type of forward thinking motivates and retains employees through investment in their career growth, determines the individuals' suitability for a management position, helps match the aspirations of individuals with the organization's future needs, and broadens the employee knowledge base. Broadening the employee knowledge base is crucial to maintaining a successful Family Justice Center in the event of a sudden management departure (see "Short-Term Succession Planning" above).

Development

Mentoring Programs

Companies identified as "best-practice" models in the area of succession planning will often use formal or informal mentoring programs for employee development. Having established employees mentor new employees, whether in the FJC staff or in a partner division, helps quickly and efficiently distribute knowledge and acclimate the individual to the work environment. Individuals selected as mentors, because of their substantial experience with the Family Justice Center model, will often be able to help determine whether a new employee has management potential.

A mentoring program would also be useful in volunteer programs. Long-term volunteers could mentor new volunteers, streamlining the training process and ensuring that the volunteer knowledge base remains intact.

Job Rotations

Best-practice companies may also use job rotation as a form of training and development for their employees. Cross-training of employees increases each individual's list of job-specific competencies, enabling them to temporarily cover another position if another employee is absent or a

position is vacated. Job rotations may also help determine whether or not an individual is suited for a specific job, should that job become available. These rotations would also test the individual's adaptability, which is an important skill to have in any high-level management position.

Training

Traditional Training Methods

Training courses are another way to engage employees in the company's success and promote their personal growth. Partner agencies are valuable resources for training members of the FJC staff. The Family Justice Center Alliance website also provides a variety of online trainings. Family Justice Centers can use the domestic violence webinars (found under Library/Our Webinars) as trainings for their staff, partners, and volunteers, as well as the online training courses available on the Alliance website thanks to funding by the Verizon Foundation, Blue Shield of California and The Department of Justice Office on Violence Against Women.

Special Assignments/Action Learning

Assigning special projects to an individual is a good way to test his or her ability to "step up" and fill a leadership role. Like job rotations, special assignments and action learning test the individual's qualifications in real situations. Individuals assigned to special projects will also have the opportunity to demonstrate important leadership qualities like initiative and perseverance, as well as creativity and adaptability.

Individual Growth and Development Plans

Best-practice succession planning models focus on matching the needs of the individual with the needs of the organization. Personalized professional growth plans should be created for employees that show potential for advancement in order to most effectively develop their job-related skills and leadership qualities. A professional growth plan might incorporate several of the training and development programs discussed above.

Talent and Needs Assessment

Talent and needs assessments are vital to successful succession planning, because they facilitate the individual growth of current employees and offer a means by which to determine their potential. On a larger scale, needs assessment helps the actual Family Justice Center anticipate future needs.

Talent Assessment

Methods of Talent Assessment

Best-practice succession planning models will often advocate the use of a “360-degree evaluation” to assess their employees’ performance and potential. A 360-degree evaluation utilizes feedback from individuals working under the employee as well as his or her peers. A good example of a 360-degree evaluation is the Executive Director Evaluation in the appendix of the Executive Director Hiring Procedures document, as it includes both an evaluation by staff members and the partners and a peer review by board members.

Employee assessments will be most useful to the Family Justice Center if they are performed on a regular basis, possibly every three months. Regular assessments can be invaluable in tracking an individual’s professional development for the purpose of talent assessment as well as grant reporting.

Talent assessment of FJC staff for the purpose of advancement may be an issue because of the small size of the staff – the Central Louisiana Family Justice Center, for example, only directly employs an Executive Director. If this is the case it may be useful to involve the board and/or the partners in reviewing an individual’s qualifications for a position.

Creation of an Assessment

Before the talent assessment process begins, a standard by which all employees will be evaluated should be decided upon. This tool should be developed and approved by the Executive Director, board members, and

the supervisors of each on-site partner agency. The assessment should focus on evaluating an individual's potential using a set of core competencies that are applicable to all positions within the Center. Job-specific assessments should compare the individual's progress to tangible goals.

Core Competencies and Job-Specific Competencies

It may be useful to measure an employee's skill set in terms of "core competencies" and "job-specific competencies" when evaluating their management potential. "Core competencies" are the capabilities that your organization values as critical to its success and which are appropriate for all positions within the Family Justice Center. These core competencies might be considered the minimum for a candidate to qualify for a management position. "Job-specific competencies" are the capabilities that are related to a specific job. Determining the job-specific competencies you want to see in management-level employees (see "Needs Assessment" on the next page) can help both in narrowing the focus of your candidate search and in developing personal growth plans for current employees with leadership potential.

Governance Structure

Depending on the governance structure of your Family Justice Center, it may be wise to look for leadership potential within a specific division. For example, if your Family Justice Center is run by the City Police Department, developing talent within that division might be valuable when selecting a replacement Executive Director. The current Director could even select an Assistant Director from that division to groom as a replacement when they leave.

Volunteer Talent Assessment

When attempting to fill any staff position within the FJC, it might be useful to consider current volunteers as candidates. Long-term volunteers will be familiar with the Family Justice Center model and intake system and have

already demonstrated a passion for the cause. Furthermore, the FJC staff will have been able to directly observe the quality of the volunteer's work and their leadership potential and growth over a long period of time.

Needs Assessment

Participation

Since needs assessment will often determine the nature of succession planning within an FJC, only upper-level management and the board should be included in the final process although feedback from all levels should be considered when making the final decision. Upper-level management should include the Executive Director, but could also include the supervisors of each partner agency and/or select other FJC staff positions.

Core Processes

To fill a position or develop the competency of existing staff, it is important to have first established the current and future needs of your FJC. The needs assessment process will frequently begin with the determination of the FJC's "core processes." These are the fundamental activities that constitute the essence of the organization – processes so critical that failure to perform them will cause the business to fail. For example, an FJC may identify "Intake," "Confidentiality and Consent Procedures," and "Volunteer Program" as its core processes. Once these core processes have been identified, the board and upper-level management can begin to identify the strengths, weaknesses, potential problems, and opportunities for the process.

Goal-Setting

To address the needs of your Center, the board and Director should set attainable goals for the FJC. Goals should be specific, measurable, realistic, and timely. They should reflect the needs of your Center. Goal-setting for individual employees can help guide their professional

development, create a concrete picture of their progress, and test their ability to meet deadlines.

Evaluation of Succession Planning

Evaluating your succession planning process once it has been put in place and continually updating it based on those evaluations is necessary for creating a healthy program for your Center. In the business sector, companies will look at things like turnover rates and the percentage of in-house promotions to determine how successful their succession planning programs are. Family Justice Centers should consider those factors, especially considering the number of Directors since the opening of the site. A combination of internal review of turnover rates and promotions and staff surveys, and incorporation of the feedback obtained, will help provide ample perspective on the health of your center and the need for any updates to your succession plan.



Appendix

Sample Job Descriptions

Alameda County Family Justice Center

Position: Executive Director

The Alameda County Family Justice Center (ACFJC) seeks to fill the position of Executive Director. The ACFJC is a multi-agency, multi-disciplinary Center designed to provide comprehensive and coordinated services to victims of domestic violence and their children, as well as to victims of other forms of family violence, including sexual assault, stalking, child abuse, and elder abuse. The Center co-locates non-profit and government agencies and their services in a safe and collaborative environment. The ACFJC is a multi-cultural Center serving a diverse population of victims and their families.

The Executive Director will have management responsibility for the Center's services and activities, which include maintaining statistics as required and completing periodic progress reports. The Executive Director should have strong "people" skills with a demonstrated ability for Relationship Building, utilized to manage collaborative partnerships, including clarifying roles and responsibilities and creating and maintaining effective communication. The Executive Director shall have skills in Relationship Development promoting implementation of the ACFJC's goals, objectives, policies, and priorities, while serving as a liaison to County and City Departments as well as community based organizations. The Executive Director should have experience in Resource Development and Management, including, but not limited to, administration of grants and contracts, fund development/fund raising, budget management, and grant writing. Outreach and marketing of the ACFJC will be a major priority for the Executive Director.

The Executive Director position requires the following: a Bachelor's Degree (Master's Degree preferred); a demonstrated knowledge of domestic violence, sexual assault, child abuse, stalking and elder abuse programs and services; lead or supervisory experience or an equivalent combination of education and experience; ability to provide administrative and

professional leadership; ability to establish and maintain effective working relationships with on-site and off-site partners and the community-at-large; flexibility; demonstrated fund development success; and, problem solving capabilities. Bilingual is preferred, ASL is preferred.

The Executive Director shall be an employee of Alameda County, with the District Attorney as the lead fiscal agency. The position is Full-Time. Applicants are asked to provide writing samples.

Tulsa Family Safety Center

Title: Executive Director

Reports to: FSC Board of Directors

Responsible for the smooth administration, coordination and effective communication necessary for facilitation of the collaborative relationships among the partners of the Family Safety Center.

Duties and Responsibilities

- Adherence to all federal and state regulations regarding client services, specifically avoiding inappropriate conduct and strictly maintaining client confidentiality.
- Maintain a high level of professional and ethical conduct towards clients, staff; partners and the community.
- Responsible for leading and facilitating the collaboration of FSC partners to effectively serve those affected by domestic violence.
- Develop key partnerships in fundraising strategies for sustainability. (Examples: public funding, legislative options, other Tulsa County municipality contributions.)
- Responsible for maintaining and promoting a philosophy of customer service consistent with the goals of the FSC. Be sensitive to client service issues and flexible enough to respond to the needs of individual clients.
- Responsible for developing and continuously improving appropriate systems, policies, protocols and procedures that support effective, victim-centered operation of the FSC, ensuring consistent and confidential services for clients.
- Responsible for adherence to grant and funding requirements, and record-keeping and reporting related to same.
- Must be sensitive to cultural and socioeconomic characteristics of the service population, as well with coworkers.
- Responsible for overseeing the operations of all functions of the Center, including operations, sustainability and media exposure.

- Responsible for developing and maintaining relationships with existing and new partners of the Center, elected officials and the community at large.
- Responsible for acting as the primary liaison for the FSC. Work to increase public awareness of the center through appearances and speaking engagements.
- Responsible for managing and supervising the staff of the Family Safety Center.
- Responsible for developing and implementing the approved budget for the Family Safety Center. Gain input from the partners on changing demands and needs of FSC clients and partners. Responsible for working with the partners and board of directors in fundraising and sustainability Ability to work individually and in a team setting.

Training and Experience:

Master's degree or commensurate work experience. A background in domestic violence or a willingness to learn about the field.

Knowledge, Ability and Skills:

- Ability to remain objective and neutral (on behalf of achieving good outcomes for clients) in a complex system.
- Executive Director should be an effective communicator, possessing the people skills needed to build relationships with the onsite partners, as well as County and City Departments and community based organizations.
- Director should possess managerial skills and be able to develop the resources of the Family Safety Center, including its staff, partners, and volunteers.
- Ability to prepare reports and maintain statistics regarding the Family Safety Center.
- Basic financial knowledge, particularly a familiarity with grant budgets and managing and sustaining financial stability of program.
- The flexibility to address the needs of a constantly changing organization. Intermediate computer skills

The Center for Family Justice - Bridgeport

Title: President & Chief Executive Officer

Reports to: Board of Directors

Status: Exempt

Summary

In accordance with the organization's articles of incorporation, by-laws and policies approved by the Board of Directors, the President and CEO oversees all activities related to strategic planning, financial sustainability, operations and program services. Secures funds from individuals, local groups, and corporations for The Center to ensure financial sustainability.

Responsibilities

General

- Responsible for the development and implementation of the agency strategic plan.
- Oversees the issuing of press releases as the primary spokesperson for CFJ and the architect of its public relations efforts.
- Interprets board policies and reviews new policies for presentation to Board for their approval.
- Develops and maintains a close working relationship with all Board members.
- Works closely with legal counsel to ensure and reduce organizational liability.

Development

- Responsible for donor prospecting, cultivation and solicitation including identifying opportunities for major gifts.
- Works with The Center's Board in developing and implementing the long-range agency strategic fund development plan.
- Implements, executes and evaluates the impact of all fundraising initiatives including individual donor solicitation and special events.
- Writes grants soliciting funds for The Center's programs and works with the Grants Manager on the submission of funding reports.

- Works with staff, volunteers, the business community, funding sources, community groups and other service providers to ensure adequate resources to meet The Center's needs.
- Develops new funding programs and/or community contracts for The Center.
- Serves as primary contact for donors.
- Communicates The Center's fundraising activities to the PR and marketing consultants to ensure appropriate coverage by the media and materials for solicitation are available.

Financial

- Oversees the acquisition of all funding with the assistance of the Board of Directors, Development Team and Program Director.
- Develops and maintains working relationships with local, regional statewide and national groups, agencies, and committees for both financial support and program development.

Management

- Provides leadership, guidance and direction to the Chief Operating Officer and Development staff including supervision, employee performance evaluations and professional development.
- Plans and facilitates management meetings and supervisory sessions.
- Participates in all hiring and termination decisions.

Qualifications

Required

- Master's Degree and seven years of related management, supervisory and administrative experience or the equivalent combination of years and experience.
- Strong commitment to The Center's mission.
- Certification in Domestic Violence and Sexual Abuse Training within 180 days of hire.
- Excellent communication, organizational and interpersonal skills.

- Ability to solve complex problems.
- Ability to inspire and motivate staff.
- Ability to handle multiple tasks and meet deadlines.
- Demonstrated ability working with and supervising volunteers.
- Daily access to a car and valid CT driver's license
- Proven track record of fundraising and financial sustainability of programs.
- Demonstrated employee development and performance management skills.
- Ability to plan ahead, anticipate problems and resolve conflicts.
- Ability to work with diverse populations.

Preferred

- Knowledge of victim services desirable.

Note: The above statements are intended to describe the general nature and level of work being performed by people assigned to the classification. They reflect the essential elements and general responsibilities of the position, but are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of personnel so classified. The performance of all essential functions listed is subject to reasonable accommodation in accordance with the Americans with Disabilities Act.

Sample Resume Screening Rubric

Erie County Family Justice Center

Name of Applicant:

Name of Reviewer:

Date:

- 1 – No Experience
- 2 – Some Experience
- 3 – Adequate Experience
- 4 – Above Average Experience
- 5 – Exceeds Experience Needed

Applicant's experience level with....	5	4	3	2	1
Management (Including supervision of staff for 3+ years, level of staff)					
Strategic leadership (Participation in strategic planning, leadership role, breadth of planning)					
Communication (Verbal and written, publications, publicly represent organization)					
Cultural Competency (Training, education, experience with diverse groups)					
Facilitating shared decision making (Experience facilitating groups, level/breadth of decision making decisions)					
Working across multiple systems (Experience working with multiple systems)					
Sensitive to dynamics of Domestic Violence System/passion for cause (Experience, level of passion in introduction letter)					
Financial management/resource development (Managing budgets, fundraising experience/success rate)					
Volunteer management (any level but especially management of board level volunteers)					

Sample Interview Rubric

Erie County Family Justice Center Executive Director Candidate Interview Rubric

Candidate Name:	Date:	Interviewer:
1 – No Experience		
2 – Some Experience		
3 – Adequate Experience		
4 – Above Average Experience		
5 – Exceeds Experience Needed		

Empowering and Influencing	5	4	3	2	1
Empowers and encourages others, gives credit and makes others feel valued. Genuinely respects diversity of people and ideas.					
Develops the team. Works to improve climate, morale and reputation among staff and partner agencies. Promotes open interaction and honest exchanges.					
Remains objective and neutral and builds consensus. Keeps issues open and dialogue going until general agreement is reached.					

Information Sharing	5	4	3	2	1
Actively shares information with people affected by actions and decisions in a manner that protects confidentiality of clients.					
Establishes and maintains clear communication with a variety of audiences.					

Listening and Understanding	5	4	3	2	1
Listens responsively and is a focused listener.					
Understands underlying issues.					

Understanding/Sensitivity to Non-Profit Management Issues	5	4	3	2	1
Understands the role of a financial steward and basic financial principals as they apply to Non-Profit corporations (reporting and legal requirements.)					
Demonstrates sensitivity to strategic planning, budget development, risk management, human resources, and financial reporting processes.					

Center Management	5	4	3	2	1
Shows persistence in overcoming obstacles and is not easily discouraged. Works effectively under conditions of ambiguity and stress.					
Recognizes and acts quickly on current opportunities, makes timely decisions. Makes decisions in the face of uncertainty.					
Generates innovative ideas and solutions to problems.					

Vision	5	4	3	2	1
Demonstrates strong sense of purpose; aligns personal commitment with mission of the Family Justice Center. Is sensitive to the history and dynamics of the Center.					
Brings a value-driven vision of whole community and considers community assets when developing options.					

Community Partnering	5	4	3	2	1
Works collaboratively with a range of organizations, including, large/small, private/government, law enforcement/advocacy, etc.					
Networks with others. Develops ongoing informal contact with a large network of people in the whole community. Has a working knowledge of varied systems.					
Involves others in change process, inspires community members and other leaders with resources to work for positive changes.					
Creates an environment in which people of diverse backgrounds come together in shared decision making process.					

Community Understanding	5	4	3	2	1
Understands informal community structure. Recognizes key actors, decision influencers and coalitions. Understands local policy and resource allocation issues.					
Understands own role and the overall role of the Family Justice Center in transforming the community.					

Conceptual Mapping	5	4	3	2	1
Thinks systematically. Recognizes patterns or relationships.					
Simplifies complexity and identifies key issues in a situation.					

Other Comments:

Sample Interview Questions

Erie County Family Justice Center Executive Director Candidate Interview Questions

1. Start by telling us why this position, why this organization, and why now? (Follow up with domestic violence experience if they don't touch on it and why leaving current position.)
2. Tell us about an experience you have had working with a diverse population. What were some successes, challenges, and what techniques did you use to overcome those challenges?
3. From your experience, how would you handle the following scenario? Members of your community group with varying viewpoints are polarized around a controversial issue. Passions are running high – their organizations have a large stake in the future direction in this issue area. How would you begin to build a sense of team consensus?
4. What do you think are the most important attributes of a leader? What are your leadership style and skills and how do these align with the important attributes?
5. In your current or previous positions, illustrate how you have worked collaboratively with a diverse group of community organizations to bring about change.
6. In the Family Justice Center, there will be many partners co-located; from different cultures and having divergent viewpoints. No one has the “one right” answer. Based on your past experience, how will you approach generating creative solutions to overcome obstacles?
7. Tell us about your community involvement and experience working with volunteers – specifically board level volunteers.
8. How do you think the Family Justice Center will transform the community and the way services are delivered to victims of family violence?

9. What will be the financial challenges to sustain the Family Justice Center? How will your experience contribute to the financial success of the Center? How would you manage a 25% cut in your budget? Give strategies for personnel, program and non-personnel issues.
10. Starting up a new initiative is challenging. Describe how you would go about starting up operations.
11. Tell us about a time when you were involved in a Strategic Planning Process. What was your role and what successes did you have?
12. What strategies would you see as essential to ensuring victim safety in the Family Justice Center?

Sample Written Questions

Erie County Family Justice Center

Executive Director Candidate Questions (Written Response) Please provide written responses to the following questions.

1. In detail, explain the one professional experience that best illustrates why you are the best candidate for the position of Executive Director of the Family Justice Center.
2. The US Justice Department Office on Violence Against Women is providing funding to “launch” the Family Justice Center that should cover at least the first year of operation. Describe the steps you would take to develop the sustainability plan for year two FJC operations. Identify funding sources appropriate to sustain the agency in the same time period.
3. The FJC Board has informed you that due to a budget cut, you must cut one of the on-site partners from the program. The choice of which partner must be eliminated is your decision to make. The partner agencies have also agreed that it is your decision. Given this set of circumstances, which partner agency would you eliminate? Please provide a brief explanation for your decision.
4. Prepare a PowerPoint presentation on the following: If you are appointed the Executive Director of the Family Justice Center – what is your three-month work plan?

Evaluation of an Executive Director

The board of directors has the responsibility of evaluating the performance of the Executive Director. This process is most successful for the organization if the evaluation process and timeline are agreed to in advance of the period to be evaluated.

The following process was used successfully at the Center for Nonprofit Management/Southern California and was part of an ongoing process for staff and board evaluation. This document has been adapted from the original, which was created by Patty Oertel of the Oertel group, by the Family Justice Center Alliance to make it specific to the Family Justice Center model.

The evaluation elements included:

- 1. Accomplishment of the Goals in the Strategic Plan**
- 2. Accomplishment of Personal Goals**
- 3. Evaluation of the Director by Staff Members and Community Partners**
- 4. Board Evaluation of Work Habits**

These materials would be combined and reviewed by the President and Officers (or possibly committee chairs) and then feedback would be provided to the Executive Director. The feedback would be a two-way discussion so that a fuller understanding could be reached including overall organizational constraints and actions of the board that promote or constrain the effectiveness of the Executive Director. A plan for the coming year would then be established. Recommendations related to salary increases would then be included in the budget.

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Sample Executive Director Assessment by Staff and Partners

Do not sign this form! Responses are confidential. Questions are graded using a 1 to 5 rubric and should be answered according to the following scale:

- 5 - Almost always
- 4 - Frequently
- 3 - Sometimes
- 2 - Seldom
- 1 - Almost never
- U - Unsure

Communications

The person I am evaluating...	5	4	3	2	1	U
Listens attentively.						
Expresses feelings/concerns with tact.						
Reviews important information on current organizational activities.						
Discusses program goals and progress as appropriate.						
Supplies needed job-related information.						
Provides schedule of their availability and means for contact.						

Additional comments:

Organization

The person I am evaluating...	5	4	3	2	1	U
Allows sufficient time for completion of projects by employees.						
Defines assignment expectations and tasks.						
Assigns work requirements in a logical and fair manner.						
Manages time well.						

Additional comments:

Staff Development

The person I am evaluating...	5	4	3	2	1	U
Considers individual progression needs and assignments.						
Respects time needed for development and training programs.						
Reviews important information on current organizational activities.						
Provides accurate appraisal of staff performance.						
Helps staff establish their own developmental goals.						
Encourages and supports individual growth.						

Additional comments:

Leadership

The person I am evaluating...	5	4	3	2	1	U
Manages with a focus on the whole organization and with a big-picture perspective.						
Sets a clear vision and direction for the organization.						
Reviews important information on current organizational activities.						
Provides persuasive support for their ideas.						
Solicits and openly considers opinions from others on organizational-related matters.						
Demonstrates restraint and support for staff in tough situations.						
Exhibits enthusiasm for the organization and individual projects.						
Recognizes the accomplishments of others and builds a positive working climate.						

Additional comments:

Problem Solving

The person I am evaluating...	5	4	3	2	1	U
Focuses on the most critical issues.						
Identifies problems in their early stages.						
Weighs the risks and benefits of alternatives before choosing one.						
Obtains the support of the people responsible for implementing the solutions.						
Exhibits good judgment, i.e. makes positive decisions.						
Promotes a constructive approach to conflict resolution.						

Additional comments:

Office Management

The person I am evaluating...	5	4	3	2	1	U
Monitors progress against previously set goals.						
Resents priorities as needed.						
Provides reasonable notice of changes.						
Anticipates extra demands and communicates them clearly.						

Additional comments:

Direction

The person I am evaluating...	5	4	3	2	1	U
Provides clear instructions on specific assignments.						
Provides necessary guidance regarding Center resources.						
Reviews work on a timely basis.						
Is authoritative enough that jobs can be done effectively.						
Supports staff once a commitment has been made.						
Accepts and responds well to criticism.						

Additional comments:

Integrity

The person I am evaluating...	5	4	3	2	1	U
Displays high ethical standards.						
Is open and candid with people.						
Is trusted by others.						

Additional comments:

Team Building

The person I am evaluating...	5	4	3	2	1	U
Rewards and encourages cooperation and collaboration between FJC staff and community partners.						
Rewards and encourages cooperation and collaboration between partner agencies.						
Actively builds and develops relationships between staff and partners.						
Coordinates work activities and information exchange between the partners and staff.						
Has developed or is developing a formal mentoring system for new staff members and/or community partners.						
Consults with others when making plans and decisions.						
Offers on-the-job training opportunities related to the overall vision of the Center.						

Additional comments:

Professionalism

The person I am evaluating...	5	4	3	2	1	U
Creates an atmosphere of mutual respect and confidence.						
Builds professional relationships with many different people.						
Maintains high and fair performance standards.						
Sets high, but attainable, goals.						
Implements and/or facilitates change as needed.						
Demonstrates a passion for the cause.						

Additional comments:

Other Comments

-back-

Executive Director Assessment by Board Members

Do not sign this form! Responses are confidential. Your assessment of each category of performance should be answered according to the following scale:

R - Remarkable

S - Satisfactory

U - Unsatisfactory

N - Not Observed

Program Development and Delivery

The person I am evaluating...	R	S	U	N
Works with the board and management staff to ensure that the agency has a long-range strategy for achieving its mission and makes consistent and timely progress towards it.				
Provides leadership in developing program and organizational plans with the Board of Directors and staff.				
Meets or exceeds program goals in quantity and quality.				
Demonstrates analysis and judgment in program planning, implementation, and evaluation.				
Shows creativity and initiative in creating new programs				
Maintains and utilizes a working knowledge of significant developments and trends in the domestic violence field.				

Additional comments:

Administrative and Human Resource Management

The person I am evaluating...	R	S	U	N
Divides and assigns work effectively, delegating appropriate levels of freedom and authority.				
Establishes an effective management team.				
Maintains appropriate balance between administration and programs.				
Ensures that staff job descriptions are developed, regular performance evaluations are held and written performance appraisals are completed.				
Ensures compliance with personnel policies and state and federal policies on workplaces and employment.				
Ensures that employees are licensed and credentialed as required, and that appropriate background checks are conducted.				
Recruits and retains a diverse staff.				
Ensures that policies and procedures are in place to maximize volunteer involvement.				
Encourages staff development and education. Assists program staff in relating their specialized work to the organization as a whole.				
Maintains a climate which attracts, keeps and motivates a diverse staff of top-quality people.				

Additional comments:

Community Relations and Partner Development

The person I am evaluating...	R	S	U	N
Works with the board and management staff to ensure that the agency has a long-range strategy for achieving its mission and makes consistent and timely progress towards it.				

Believes in the Family Justice Center Model and advocates for its use in both public and private settings.				
Develops relationships with the domestic violence community on local, state and national levels.				
Establishes sound working relationships and cooperative agreements with community groups and organizations.				
Facilitates strong relationships with current partners.				
Actively works to recruit new partners.				
Regularly requests and uses feedback from staff members, board members and community partners.				

Additional comments:

Financial Management and Legal Compliance

The person I am evaluating...	R	S	U	N
Assures adequate control and accounting of all funds, including developing and maintaining sound financial practices.				
Works with staff, Finance Committee, and the board in preparing a budget. Ensures the organization operates within budget guidelines.				
Maintains official records and documents, and ensures compliance with federal, state and local regulations and reporting requirements.				
Works with the president and secretary of the board of directors to conduct official correspondence of the organization. Works with designated officers to execute legal documents.				
Assures that funds are disbursed in accordance with contract requirements and donor designations.				

Additional comments:

Fundraising

The person I am evaluating...	R	S	U	N
Develops realistic, ambitious fundraising plans.				
Meets or exceeds revenue goals, ensuring that adequate funds are available to permit the organization to carry out its work.				
Successfully involves others in fundraising.				
Establishes positive relationships with government, foundation and corporate funders.				
Establishes positive relationships with individual donors.				

Additional comments:

Board of Directors

The person I am evaluating...	R	S	U	N
Works well with board officers.				
Provides appropriate, adequate, and timely information to the board				
Ensures the board is kept fully informed on the condition of the organization and all important factors influencing it.				
Works effectively with the board as a whole.				

Additional comments:

Are there specific performance objectives, either for the executive director or for the agency as a whole, which you would suggest we add for the coming year?

Are there any other comments you would like to make?

