

Hiring a Director of Youth Ministry

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PREFACE

**Pastors and hiring agents:
If you're thinking about hiring a youth minister, be sure to read this first...**

Hiring a Director of Youth Ministry is a very important decision, especially if the parish is hiring one for the first time. Hire the right person, and in the right way, and your parish will enjoy the fruitful service of a competent and capable youth minister for years to come. Hire the wrong person, and everyone suffers: pastor, staff, youth, the new hire, and the entire faith community. Hire in the wrong way, with a poor job description or an unclear employment agreement and again, all parties suffer.

Thankfully, *there's no need to reinvent the wheel*, or to make the same mistakes others have made. Hiring doesn't need to be painful or difficult. Much wisdom is available to make hiring a positive and effective experience. A great deal of that wisdom is captured on the following pages. If you and your search committee take the time to read and use this manual as a guide and resource, you'll find the process to be clear and straightforward. Of course, doing the necessary homework and searching exhaustively to find the right person will require significant effort. This manual won't eliminate the hard work, but it will help ensure that the work won't be in vain.

The Office of Youth and Young Adult Ministry serves as a clearing house for youth ministry resumes. We advertise nationally during the heaviest hiring periods in order to locate a pool of qualified candidates. Contact the Cincinnati Office of Youth and Young Adult Ministry to receive copies of the resumes we've received.

For free consultation and training in youth ministry hiring, contact your regional Office of Youth and Young Adult Ministry:

**Greater Cincinnati: (513) 421-3131, or (800) 686-2724,
or cintioym@catholiccincinnati.org**

Sean Reynolds, Director
Robert Wurzelbacher, Associate Director

**Dayton & North: (937) 223-1001,
or daytonoym@catholiccincinnati.org**

Timothy Colbert, Regional Director
Andrea Parker, Associate Director

Visit the Office of Youth and Young Adult Ministry on the Web:

<http://www.catholiccincinnati.org/youthmin/>

Your Office of Youth and Young Adult Ministry exists to serve the parishes and faith communities of the Archdiocese. If you need help with hiring, call right away!

Introduction

History of this Guide. Since 1986, the Office of Youth and Young Adult Ministry has been publishing information to assist parishes in hiring youth ministers. Since then we have learned a great deal from the experience of parishes that have hired – and directly from those people who were hired. The wisdom of pastors, Directors of Religious Education and Directors of Youth Ministry contributed to this and previous manuals. More than fifty parishes from across the country were surveyed to discover what kinds of job descriptions and employment arrangements have proved most helpful.

We continue to receive additional information about hiring from diocesan youth ministry personnel in other parts of the country in order to gain new perspectives. This latest edition incorporates the best of the recommendations we have received.

We offer here a summary of the most common policy questions, issues, and problems. For each topic, we offer recommendations we believe will be helpful. Of course, each parish is unique and thus parish leaders need to adapt these suggestions to local circumstances.

We encourage all parties involved to discuss these matters **before** a formal employment agreement is finalized. Such open dialogue in advance makes it much more likely that all parties will have an adequate mutual understanding of the assumptions, needs, and goals of that particular parish.

Human resource policies or Contracts? The Office of Human Resources of the Archdiocese of Cincinnati strongly recommends that parishes adopt human resource policies to govern hiring and other personnel matters. The Office of Youth and Young Adult Ministry echoes this strong encouragement; for this reason we no longer supply a sample contract with this guide. However, a parish that has not adopted a set of human resource policies should establish formal contract/employment agreements with its employees to ensure clear and legal expectations on the part of both employee and employer. We will gladly provide upon request an approved sample contract (see page 15 for more on human resource policies and contracts).

Parishes should have a copy of "**Human Resources Policy Guidelines For Parishes**," published by the Office of Human Resources, to assist in establishing effective human resource policies. Pastors and parish hiring agents are encouraged to use this valuable resource both in constructing employment agreements and in designing parish policy. These guidelines and further resources are available through the Archdiocesan Office of Human Resources (421-3131 / 800-686-2724).

DISCLAIMER:

The Office of Youth and Young Adult Ministry offers this manual based on years of youth ministry experience. However, *the Office makes no claim to offer professional legal advice through this document.* When legal considerations are in question, expert counsel should be sought either through the Archdiocesan Offices of Personnel or Finance, or through other legitimate means.

Section One. An Overview of the Hiring Process

The following eight steps describe the process of hiring a Director of Youth Ministry. These steps are provided as a generic template, based on the experiences of parishes in the Archdiocese of Cincinnati and beyond. Parishes may amend these steps as they fit.

Step One. Should We Hire?

Parishes struggle mightily with this question. It involves wrestling with parish priorities and the parish budget. Pastors, staff, and pastoral councils can help clarify their position on this question by considering the following questions:

1. Why is our parish interested in hiring a Director of Youth Ministry now?
2. What advantages will a salaried youth worker bring that are not possible with the volunteers we have now?
3. How does a youth ministry position fit into our overall parish goals and financial priorities?
4. In one hundred or fewer words, what are the top three goals of our youth program?
5. What will our youth program look like in three years if we hire a Director of Youth Ministry now?
6. What kinds of youth ministry are already happening in our parish? How will hiring a Director of Youth Ministry impact the youth ministry that is already happening?
7. What are the unique needs of youth in our parish? Have we consulted with parish teenagers and their parents?
8. Do we want a full-time or part-time person? Why?
9. What can we afford? What *must* we afford?
10. Have we looked at some of the youth ministry resources published in recent years to give us an idea of current trends and possibilities?
11. Have we consulted with the Archdiocesan Office of Youth and Young Adult Ministry?
12. What can we learn from other parishes that already have a Director of Youth Ministry? What mistakes can we avoid?

If a parish has little youth ministry, it should begin by building a foundation with volunteers, getting them trained and engaged in the ministry first before considering hiring. Parishes that hire with little or no understanding of youth ministry and little adult support generally are poor candidates for hiring.

The pastor, assisted by the pastoral council and staff, must determine:

- whether the position will be full-time or part-time;
- what general areas of responsibility will become part of the job description;
- what salary range the parish can afford (including benefits);
- what monies are available to cover the expenses of advertising and transportation for candidates from out of town;
- how the new position will fit into the parish staff structure, and who will supervise the new Director of Youth Ministry;

- minimum qualifications regarding education and experience;
- a target date for hiring;
- who will serve on the Hiring Committee.

The pastor may develop the above into a job description; however, most pastors delegate this task to a Hiring Committee or a member of the parish staff, once the general parameters of the job have been established.

If this is not the first Director of Youth Ministry to be hired, but a replacement for a departing youth minister, it will be important for parish leaders to reflect on the following questions preliminary to beginning the hiring process:

1. What have been the significant accomplishments of our previous Director(s) of Youth Ministry? What are we most pleased with? What do we want to continue?
2. What do we hope will be different when we have a new Director of Youth Ministry?
3. What have we as a parish learned from our previous experience of hiring & employing a Director of Youth Ministry?
4. Why did our previous Director of Youth Ministry leave? Could the parish have done anything to prevent this turnover?

Step Two. Appoint and Prepare a Hiring Committee

Most pastors make their lives simpler by appointing a Hiring Committee to conduct the hiring process. Of course, this doesn't mean that the final hiring decision is delegated – that decision always is the pastor's. However, a Hiring Committee can ease the pastor's load by organizing and coordinating the steps of the process.

It's important that members of a Hiring Committee understand:

- - the vision of youth ministry as described in the 1997 NCCB document *Renewing the Vision - A Framework for Catholic Youth Ministry**;
 - the competencies of a qualified Director of Youth Ministry, as described in *National Certification Standards for Lay Ecclesial Ministers Serving as Youth Ministry Leaders* (NALM, NCCL, NFCYM, NPM, 2003)*;
 - *Archdiocese of Cincinnati Minimum Standards for Lay Ecclesial Ministry Formation**;
 - the steps of the hiring process;
 - how to effectively advertise;
 - how to sift and prioritize applications/resumes;
 - how to set up an effective interviewing process;
 - the pastor's wishes in regard to hiring;
 - archdiocesan and parish human resource policies;
 - important legal considerations (e.g., legal v. illegal interview questions).

(*available through your regional Office of Youth & Young Adult Ministry)

For this reason, the Office of Youth and Young Adult Ministry recommends that a Hiring Committee receive special instruction before moving forward. Staff of the Office of Youth and

Young Adult Ministry can be a resource to parishes, providing training at no cost, scheduled at the convenience of the Hiring Committee.

A Hiring Committee typically numbers in the neighborhood of five to seven persons. This group is best kept relatively small since it is responsible for steering the steps of the process. Keep in mind that more people will likely be consulted through the interviewing steps. The Hiring Committee will ideally include a member of the parish's pastoral council, a person who understands personnel practices, a parish staff member, an adult active in youth ministry as a volunteer, and a youth. Other members may be added so as to ensure representation from the ethnic and cultural diversity in the parish.

The Hiring Committee's tasks are as follows:

1. To develop a realistic time-line for the overall process.
2. To write a job description and profile.
3. To advertise broadly enough to secure a reasonable pool of applicants.
4. To review and prioritize applications/resumes in order to decide whom to interview.
5. To design and implement the interview process.
6. To sift and prioritize information from the interview process so as to narrow the field of candidates.
7. To provide for any follow-up interviews that are necessary and check references.
8. To make a report and recommendation(s) to the pastor.

It is the responsibility of the pastor to review the report and recommendations, come to a decision, make a job offer, negotiate terms and to conclude the employment agreement.

Step Three. Write a Job Description and Develop a Profile

One of the first tasks of the Hiring Committee is to develop a job description. This can be a daunting task, particularly if the parish is hiring its first youth minister. You can use the sample generic job description included in this packet as a template. Other sample job descriptions are available from the Office of Youth and Young Adult Ministry.

The job description must contain provisions detailing the "givens" from the preceding step: part-time or full-time; areas of responsibility; supervision; etc. However, the job description will typically contain much more detail – some of which may need to be determined in consultation with the pastor.

Once the job description is established, the task of the Hiring Committee is to develop a profile – that is, a description of the preferred candidate's qualifications. The profile is based on the job description and provides a clear set of criteria with which to assess candidates. See the section in this packet on developing profiles.

Step Four. Advertise

How to advertise, and how widely, are the next important questions to explore. Part-time positions are normally filled by people in the immediate geographical area, so there is no reason to advertise widely for such positions. Full-time positions, on the other hand, may well tap local, regional, or national pools of candidates, depending on the budget available for advertising and transportation for candidates. Local advertising may include:

- the *Catholic Telegraph*;
- area parish bulletins;
- local college campus ministry offices and theology/religious studies departments (e.g., Mount St. Joseph, University of Dayton, Thomas More College, Xavier University, etc.).

Regional advertising may include:

- the diocesan papers of regional metropolitan areas, such as Chicago, IL; Cleveland, OH; Columbus, OH; Covington, KY; Indianapolis, IN; Lexington, KY; Louisville, KY; Toledo, OH;
- (arch)diocesan offices of youth ministry in the above cities.

National advertising may include:

- national periodicals and publications (e.g., *National Catholic Register*, *National Catholic Reporter*, etc.);
- Various internet job boards (e.g., NFCYM, etc. – contact the OYYAM for these).

Step Five. Review and Prioritize Applications/Resumes

Once enough applications/resumes are gathered, the Hiring Committee needs to sift through them in order to determine which candidates meet the minimum qualifications and are worth pursuing in an interview. Typically there are some candidates who simply do not meet the minimum qualifications – these can be quickly eliminated. Then there are those who barely meet the requirements – usually a smaller group, which comprises a “second tier” of candidates. Finally, there are those who are well qualified, with adequate to superior education and experience. These form the “first tier” of candidates. If there are no first tier candidates, consideration should be given to continuing to advertise until a satisfactory number of well-qualified candidates is secured. It is much better to leave a position open than to rush into hiring someone who is poorly qualified.

Ideally, several candidates should be invited to interview, so as to provide an opportunity to compare and contrast them. However, it is not unusual for parishes to have only one or two candidates worth pursuing, in which case the Hiring Committee should not be discouraged. It only takes one qualified and willing candidate to fill a position.

Step Six. Conduct Interviews and Evaluate Candidates

Before beginning to recruit and interview candidates, it will be important for parish leaders to come to some clarity about the following issues:

1. What qualifications should our Director of Youth Ministry have?
2. How important is previous experience and education? What kind?
3. When do we want the Director of Youth Ministry to begin work?
4. What salary range will we offer?
5. Are we willing to interview candidates from out of town?
6. How many candidates do we actually want to interview?
7. Who will do the interviewing? How many interviews will there be?
8. What kinds of questions will we ask?
9. How will the final hiring decision be made? By what date?

The Hiring Committee is responsible for designing and implementing the interview process. Other members of the faith community ought to be invited into the interview process, so as to ensure a broad range of perspectives. One well-designed three-step interview process is presented here as an example:

- **Youth Interview:** Each candidate is initially interviewed by a group of young people who represent the diversity of the parish: schools, socio-economic levels, gender, race, ethnicity, etc.
- **Adult Interview:** Each candidate is interviewed by a group of adults, some of whom are parents. As with the youth, this group is representative of the diversity present in the parish.
- **Pastor Interview:** Finally, each candidate is interviewed by the pastor.

In advance of the interview, the interviewers are provided the job description, profile and application/resume of each candidate. They also receive basic training in what kinds of questions are legal and appropriate, and they plan their interview strategy. If there are multiple interviews, it is recommended that all candidates are asked the same core set of interview questions, although other questions may be addressed to the candidate as well. There should be enough interviewers in each group to ensure a breadth of perspectives without overwhelming the candidate(s). A designated leader facilitates the interviews and tests for consensus about candidates, then reports impressions and conclusions to the pastor, either in writing or orally. If there are several candidates, they should be prioritized. If an interview group determines that a candidate should not be hired, an adequate, objective explanation must be provided. The pastor then makes the final decision whether to hire.

There are many ways to conduct an effective interview process. This one is offered as an illustration, not as the preferred method. It is the Hiring Committee's responsibility to determine the best process suited for a given parish, and to facilitate that process to its completion. Once a candidate is hired, the Hiring Committee's delegation is ended, hopefully with commendations and thanks from the pastor and pastoral council.

Step Seven. Establish the Employment Agreement

Before establishing an employment agreement, the pastor needs to:

1. Thoroughly check references; sample questions follow:
 - a. If you had the opportunity to hire the person again, would you?
 - b. When did (name) work for you? Could you confirm starting and ending employment dates? When did s/he leave?
 - c. Why did (name) leave?
 - d. What was her/his starting and ending salary?
 - e. What was her/his position? Can you describe the job responsibilities?
 - f. Could I briefly review (name's) resume? Does the job title and job description match the position that (name) held?
 - g. Did (name) miss a lot of work? Was s/he frequently late? Were there any issues you are aware of that impacted her/his job performance?
 - h. Did s/he get along well with management and co-workers?
 - i. Did (name) supervise other people, including volunteers? How effectively? If I spoke to those employees, how do you think they would describe (name's) management style?
 - j. How did (name) handle conflict? How about pressure? Stress?
 - k. Did you evaluate (name's) performance? Can you speak to his/her strong and weak points? What was noted as needing improvement during this performance review?
 - l. What was (name's) biggest accomplishment while working for you?
 - m. Would you rehire (name) if the opportunity arose?
 - n. If I describe the position we are hiring for to you, could you describe how good a fit you think (name) would be for the position?
 - o. How was this person in regard to working as a member of a team?
 - p. Is there anything I haven't asked that you would like to share with me?
2. Clarify the following:
 - a. Based on the candidate's education & experience, what salary will we offer? What benefits can we offer?
 - b. How large a program budget shall we allot?
 - c. Who will act as the day-to-day supervisor of the Director of Youth Ministry?
 - d. How and when will the Director of Youth Ministry be evaluated? By whom? After consultation with which parish groups?
 - e. Where will the Director of Youth Ministry work? What secretarial help is available? Office equipment & supplies?
 - f. What provisions will we include for continuing education, particularly if the individual isn't certified in the Archdiocese, and/or is lacking significant education?
 - g. How many hours do we expect our Director of Youth Ministry to work? When? Do we expect certain office hours?

- h. At what meetings will attendance be required (e.g., staff, council, commission, etc.)
- i. What are the provisions for comp time, holidays, and sick days?
- j. What are the priority goals on which the Director of Youth Ministry should concentrate in the first six months? What should happen first?
- k. At the end of the first year, we will be disappointed if...
- l. What assistance can we provide the Director of Youth Ministry with moving expenses, finding a place to live nearby, etc.?
- m. If a contract is used, what is the process for contract renewal?
- n. What additional duties and attendance at parish events do we expect of the youth minister?
- o. Is the Director of Youth Ministry expected to become a member of the parish, or regularly worship with the parish?

By Archdiocesan policy, hiring agents must have new hires complete and submit the “B-4” form that is mandated by the Archdiocesan Decree on Child Protection. Hiring is contingent on a “clean” record.

The pastor is responsible for negotiating the terms of employment. This typically includes salary and benefits, as well as any other special agreements or arrangements. Everything that is agreed upon should be put in writing. If the parish is guided by human resource policies, this is a simple task: one only needs to refer to the policy handbook. If the parish uses contracts, any and all agreements should be stipulated there and signed by both parties. If a parish uses human resource policies and the pastor and employee agree upon special arrangements that fall outside the scope of the policies, these should be placed in writing and signed by both parties, so as to avoid misunderstandings later. The Archdiocesan Human Resources Office can be very helpful with these matters.

If a candidate is hired with little or no professional youth ministry experience or training, it is normal for parishes to insist in the employment agreement that the newly hired Director of Youth Ministry pursue the Office of Youth and Young Adult Ministry’s Program of Training for Professional Youth Ministry Leaders, which prepares them for youth ministry certification in the Archdiocese of Cincinnati. Although participation in this nationally recognized program requires an outlay of time, effort and money on the part of the youth minister and the parish, it is the quickest and best way for new youth ministers to develop the knowledge and skills they will need to be effective. Most of the Directors of Youth Ministry currently serving in the faith communities of the Archdiocese have been trained by the Office of Youth and Young Adult Ministry. For information detailing the program, its format, costs and requirements, contact your regional Office of Youth and Young Adult Ministry.

Step Eight. After Hiring, What's Next?

In parishes with no history of a paid Director of Youth Ministry, there needs to be education for the broader faith community regarding the role and reasonable expectations thereof. The parish staff and pastoral council should be provided the job description and a clear explanation of the responsibilities and reasonable expectations for the first year. The parish bulletin can be an invaluable way to communicate important information about this new role. Ideally, the person will be introduced and welcomed at all of the weekend liturgies. Some parishes provide a special “meet the youth minister” reception, or use a parish picnic or festival as an opportunity to introduce the youth minister to as many parishioners as possible. A special commissioning ceremony may be in order, especially if it is a tradition in the parish to inaugurate new staff members in that way.

The Director of Youth Ministry’s first year in the parish is usually the most challenging. Expectations may be unrealistic as the person needs time to learn about the parish community, build relationships, assess needs and begin to build a program. Care should be taken to ensure that the new hire receives adequate support through mentoring (available through the Office of Youth and Young Adult Ministry), involvement in the local professional youth ministry association, and regular meetings with his/her supervisor in the parish.

Section Two. Finding the Right Person

Parishes are often caught in a dilemma: they would like to hire the most qualified person possible for the money they can afford, yet often there are no candidates who are thoroughly qualified. It is normally the case that some aspects of a candidate's background will be found wanting. For this reason it is important for parish leaders to determine which qualifications are essential (non-negotiable) and which may be developed on the job through subsequent training and experience. By reviewing the qualifications and skills below, Hiring Committees can develop a profile of the person they're searching for. Once a profile is developed, interviewing teams are prepared and interviews scheduled.

Important Qualifications

Qualifications noted with a "*" below should be regarded as essential and non-negotiable. Those not noted in this way may be developed "on the job" – in which case participation in the Office of Youth and Young Adult Ministry's training program is essential. All of these should normally be accomplished within the new hire's first three years of ministry in the parish:

1. *A practicing Roman Catholic with an active faith life, in right relationship with the Catholic faith community.
2. *Personal and ministerial maturity, including appropriate self-knowledge and ability to work collaboratively with others. *Important: the Office of Youth and Young Adult Ministry strongly discourages parishes from hiring individuals who are under the age of twenty-one.*
3. *A solid working knowledge of the principles of comprehensive youth ministry as described in the 1997 NCCB document *Renewing the Vision -- A Framework for Catholic Youth Ministry*. Youth ministers need to be thoroughly conversant with the goals, components and principles of youth ministry described in this document. Copies can be secured from the Office of Youth and Young Adult Ministry.
4. * A solid understanding of Sacramental theology, Catholic morality and adolescent catechesis.
5. *A thorough understanding of what the Archdiocese of Cincinnati Decree on Child Protection requires of youth workers in our Archdiocese. Of course, new hires from outside the Archdiocese will need to be thoroughly oriented to the Decree.
6. Adequate competence in the core knowledge and skill areas described in the *National Certification Standards for Lay Ecclesial Ministers Serving as Youth Ministry Leaders* (NFCM, NALM, NCCL, NPM, 2003). These national standards identify competence in five main areas:
 - Personal and spiritual maturity
 - Lay ecclesial ministry identity
 - Theology
 - Pastoral Praxis
 - Professional Practice

(These Standards are available through the Office of Youth and Young Adult Ministry.) If not certified, competence must be determined by reviewing an individual's education, youth ministry training and experience.

6. Youth Ministry Certification: in the Archdiocese of Cincinnati, youth ministry certification attests to an individual's competence relative to the *National Certification Standards for Lay Ecclesial Ministers Serving as Youth Ministry Leaders*. All Directors of Youth Ministry in the Archdiocese of Cincinnati should be certified within a reasonable amount of time after being hired (normally three to five years).
7. Other background or experience related directly to a specific job description (e.g. coordinating religious education; junior high ministry; etc.), as well as general parish experience, volunteer or paid.
8. Minimum bachelor's degree or higher in pastoral ministry, religious education, theology or related field, or equivalent.

Key Skills

Ideally, the Director of Youth Ministry should possess the skills necessary to implement a program of comprehensive youth ministry as outlined in the job description. These skills are described in great detail in the *National Certification Standards for Lay Ecclesial Ministers Serving as Youth Ministry Leaders*. Following are some of the important skills necessary for implementing comprehensive youth ministry, as related to the components of youth ministry described in *Renewing the Vision - A Framework for Catholic Youth Ministry* (NCCB, 1997):

1. Advocacy: ability to effectively communicate a vision of youth ministry and advocate for youth and youth ministry within and outside the parish
2. Catechesis: ability to design, organize and lead systematic and intentional adolescent catechesis in the context of comprehensive youth ministry (see the Archdiocesan document *Forming Young Disciples*)
3. Community Life: ability to develop community both among young people, and between young people and the broader faith community
4. Evangelization: ability to develop outreach programs and design and lead retreats; ability to share faith and lead others to do the same
5. Justice and Service: ability to develop programming that educates and leads young people in justice and service (e.g., mission trips, work camps, soup kitchens, etc.)
6. Leadership Development: ability to recruit, orient, train, organize, manage and nurture youth and adult leaders
7. Pastoral Care: ability to care for youth and their families in crisis and to intervene appropriately with referrals and other appropriate responses
8. Prayer and Worship: ability to lead others in prayer, design and lead prayer services, liturgies and prayer experiences

Some additional important skills:

9. Time management: ability to be self-motivated and take initiative, and to organize one's time effectively
10. Financial management: ability to develop and administer a budget
11. Record-keeping: ability to establish and maintain an organized system to track paperwork, finances, permission/release forms, program information, etc.

11. Relational ministry: ability to develop relationships of trust, empathy and mutuality with young people and adults
12. Group facilitation: ability to effectively facilitate large and small groups in meetings, discussions, planning, etc.
13. Collaboration: ability to effectively collaborate with parish leadership, adults and youth
14. Family perspective: ability to lead youth ministry with a family perspective so as to honor and support the central role of parents in forming their children's faith
15. Cultural communication: ability to communicate sensitively and effectively with people of varying cultures, ethnicities, and races

If the Director does not have all the necessary skills when hired, the parish should require (and be willing to support) continuing education to achieve proficiency within a specified time period.

Developing a Profile

A profile is a prioritized list of qualities that a Hiring Committee uses to describe the kind of candidate who best "fits" the job description and the particular needs of the faith community. A profile can be developed quite easily using the information in the above two sections, and adding any specific qualities that are demanded by a specific parish situation. After qualities and skills are listed, the Hiring Committee goes through the list and determines which specific qualities and skills are necessary and non-negotiable, and which are optional. This profile then becomes an invaluable resource for interviewers, who will know clearly what to look for in candidates.

Interviewing

The interviewing process is critical to determining the suitability of a candidate for the position. Furthermore, poorly conducted interviews may subject the parish to embarrassment, scandal, even litigation. For this reason, this step should be handled with care and adequate preparation. Here are some important considerations:

1. Included with this manual is a quick reference guide to interview questions which can and cannot be asked legally, according to state and federal regulations (see Appendix B).
2. References: It is critical to follow through on interviewing the references supplied by the candidate. It is most useful to talk to a previous immediate supervisor. Do not skip this step, even if the interviewing team has been favorably impressed by a candidate.
3. Helpful questions include those that get at specifics: accomplishments, examples of demonstrated skills, etc. Be sure to explore competence, compatibility with adults and youth, as well as the person's "trainability" in new skills or areas of responsibility.
4. Interview Teams: As noted earlier in another section, parishes have found it helpful to conduct interviews in several stages. For example, a candidate could first be interviewed by a committee of youth, parents, and key adults; and then interviewed by the pastor and staff. It is important to see how a candidate interacts with teenagers and parents. Note:

interview teams should be properly oriented in advance in order to establish some ground rules, especially regarding appropriate and inappropriate interview questions (see Appendix B).

5. Cautions:

- No interview team should be so large that it would overwhelm the average candidate. Teams should be large enough to offer a broad range of perspectives, and small enough to be manageable. We recommend that an interviewing team shouldn't exceed ten persons. If more are necessary, perhaps a second group would be in order. In the case of large interviewing teams, a spokesperson or two should be delegated the task of facilitating the conversation. Ideally both adults and youth will be represented on the interviewing teams.
- Be sure to provide sufficient time for the interviews without overdoing it. Twenty minutes is too little time, whereas hours of consecutive interviews can sour applicants on the position.
- It should be made clear from the outset that the purpose of the team(s) is to make a recommendation to the pastor. It needs to be clear to all that it is the pastor who makes the final decision about hiring.

Some Typical Interview Questions

1. Why are you interested in this position?
2. What are the greatest needs of young people today?
3. Tell us about your "three-year plan" for youth ministry in the parish.
4. What would be your priorities be in the first year?
5. What do you think will be the most difficult aspect of the job for you?
6. What are your strongest youth ministry skills?
7. In which youth ministry skills do you believe you need further training, experience, or practice?
8. Describe a "success" you've had in youth ministry.
9. Describe a "flop" you've had in youth ministry.
10. What kind of religious education program would you implement? What would the structure look like? What themes would be covered at each level? What teaching experience have you had?
11. How do you help teens grow in faith?
12. What role should parents and families have in youth ministry? In the faith formation of their children?
13. How would you support and minister to parents and families of teenagers?
14. What would you do if...

- a. A teenager came to an activity high or drunk?
 - b. Attendance declined dramatically?
 - c. A youth core team member failed to carry out a task he/she had agreed to do?
 - d. A group of parents demanded the end of any sex education in the parish high school program?
 - e. You needed more adult volunteers?
 - f. One of your adult volunteers was accused of sexually abusing a parish teenager?
 - g. A parish teenager was killed in a car accident?
 - h. There was conflict on your youth ministry team?
 - i. A teenager confided to you she was thinking about suicide?
15. What are your hopes for staff relationships?
 16. How long of a commitment would you be willing to make to the parish? What are your long-term career goals?
 17. Have you been oriented to the Archdiocesan Decree on Child Protection? If so, what is your understanding of what the Decree requires?
 18. Briefly share a significant "faith moment" for you. How would you describe your relationship with God/Christ right now? Your feelings about the Catholic Church?
 19. How would you deal with conflict arising from a misunderstanding with a parent? A fellow staff member? The pastor?
 20. How will you manage your time and keep from burning out? What will you need from the parish? Staff? Pastor?
 21. Where do you think you would put most of your energy, in direct ministry with young people, in developing a ministry team of adults and youth, in working with families, or something else?
 22. Describe your approach to recruiting volunteers to assist in the youth ministry.
 23. How would you ensure that your adult volunteers are in the ministry for the right reasons and acting appropriately with young people in all situations? What would you do if you learned that one of your adult volunteers was acting inappropriately?
 24. Would you ever consider "firing" an adult volunteer? If so, on what basis would you do so, and how would you do so?
 25. Describe your image of a very effective youth minister. Describe a youth minister who's not very effective.

Prior to Hiring: Archdiocesan Child Protection Policies

Archdiocesan hiring agents are required to address the following steps prior to hiring adults who work with children:

“An applicant for employment in a position which involves contact with children in a parish, school, agency or institution of the Archdiocese must supply to the hiring agent personal information adequate to assess his or her suitability for contact with children. An applicant must provide the names of three references, two from previous employers and one personal reference. A reference from a close friend or relative is not acceptable. Responsible supervisors are to speak with persons provided by applicants as references to verify employment history.

An applicant for employment in a position which involves contact with children in a parish, school, agency or institution of the Archdiocese may not be hired and may not have contact with children until an acceptable background check through fingerprinting is completed in accord with the current policies of the Archdiocese.” (Policy B.1, Decree on Child Protection, Archdiocese of Cincinnati, 2008. See Appendix F of this document for a copy of the Applicant's Certification and for a copy of Form B.4).

Important Note

According to Archdiocesan policy, Directors of Youth Ministry must understand and be able to orient parish adult volunteers to the Archdiocesan Decree on Child Protection. The pastor or supervisor of a newly-hired Director should contact the Chancery to arrange for the necessary training to conduct orientation sessions using the Archdiocesan video and resource packet.

Checklist for Hiring Employees Having Contact with Children and Complying with the *Decree on Child Protection*

1. References from three sources must be given by the applicant: two from previous employers and one personal reference. A reference from a close friend or relative is not acceptable.
2. The responsible supervisor is to speak with the persons offered as references and verify employment history.
3. The applicant must complete an acceptable criminal background check through fingerprinting in accord with the current policies of the Archdiocese and may not have contact with children until an acceptable background check through fingerprinting is completed.
4. The applicant must complete the B.4 Form (cf. Appendix B).
5. The applicant's name will be submitted to the Chancellor's Office for verification that his or her name is not listed on the register noted in the B.4 Policy.
6. The Chancery, using the B.4 Forms submitted, will consult the civil registry established by the Attorney General of Ohio of persons found liable in a declaratory judgment action for assault or battery. (cf. B.6 Policy).
7. The applicant must attend the orientation workshop to the *Decree on Child Protection* before having contact with children.

Section Three. Application for Employment, Employment Agreement, Job Description & Budget

Application for Employment

The Archdiocese of Cincinnati Human Resources Office has provided an application for employment for your convenience at

http://www.catholiccincinnati.org/files/personnel/pdf/application_for_employment.pdf

Employment Agreements

Because many pastors are familiar with Catholic schools, which typically and appropriately utilize annual teacher contracts, often their first inclination is to draw up a contract for the new position. The Human Resources Office encourages parishes to utilize human resource policies instead of contracts to guide employment arrangements for parish staff. Parishes should have a copy of "Human Resource Guidelines," published by the Human Resources Office, to assist in establishing effective human resource policies. Pastors and parish hiring agents are encouraged to use this valuable resource both in constructing employment agreements and in designing parish policy. These guidelines and further resources are available through the Archdiocesan Human Resources Office (513-421-3131 / 800-686-2724).

If a parish utilizes human resource policies, no contract is required to establish an employment agreement. Parishes with human resource policies sometimes have schools with a traditional practice of hiring teachers under annual contracts. These parishes should take great care that the human resource policies and contracts are in close agreement with one another. If, for example, a parish's pastoral staff enjoys a significantly different benefits package than its teachers, there can occur a divisive double standard. In the interest of fairness and harmony, close attention to such matters in advance can obviate serious and painful personnel problems later. Also, if a contract is used in a parish that has adopted human resource policies, the contract must be discarded in favor of the human resource policies.

Some of our parishes do not use human resource policies. In these cases, the normal procedure is to establish an employment agreement. Parishes are strongly discouraged from developing their own employment agreements. The Office of Youth and Young Adult Ministry will gladly supply upon request a sample employment agreement that has been reviewed and approved by the Human Resources Office and Archdiocesan attorneys. Again, to avoid serious future problems, including potential litigation incurring great cost and heartache, parishes are encouraged to use this approved employment agreement format. To secure a sample employment agreement, contact your regional Office of Youth and Young Adult Ministry.

Elements of an Employment Agreement

Following is a list of important items typically included in an employment agreement:

1. **Salary & Wages:** including amount and agreed-upon pay periods.
2. **Benefits:** including health insurance, travel reimbursement, vacation, medical leave, personal days, holidays and provision for continuing education.
3. **Accountability & Supervision:** specifically who will be the Director's immediate supervisor and how - and how often - performance evaluations will be conducted.
4. **Certification & Continuing Education:** that the Director secure Archdiocesan certification and work on ongoing professional development.
5. **Hours:** hours per week, office hours,
6. **Professional Memberships:** what memberships in professional associations are required?
7. **Job Description / Program Goals:** specific areas of responsibility and goals (see Appendix C. Sample Job Description and Appendix E. Sample Forms).

Job Descriptions

One of the most challenging tasks for a pastor or hiring committee is that of writing a complete and accurate job description – particularly if this is a parish’s first Director of Youth Ministry. There is no substitute for experience in this task: the Office of Youth and Young Adult Ministry can be an invaluable resource, and can save much time and anguish. Office of Youth and Young Adult Ministry staff members can: (a) provide basic instruction on how to write a good job description; (b) consult in person or on the phone during the writing process; (c) provide samples of well-constructed job descriptions; and (d) review and critique drafts. A generic job description is provided in Appendix C as a starting point and template. The sample form in Appendix E for goal-setting can also be very helpful.

Youth Ministry Budgets: Some Guidelines for Parishes

1. If a parish hires a Director of Youth Ministry, it also has a responsibility to provide adequate resources for the Director of Youth Ministry to do an effective job, typically in a youth ministry budget separate from salary and benefits..
2. Young people should not be expected to support the entire youth ministry program through fundraisers (bake sales, car washes, fish fries, etc.). Fundraising activities can build commitment among teens and a sense of ownership and responsibility, but can be overdone as well. Consider if other ministries in the parish are required to do fundraising, and follow the normal funding expectations for other ministries.
3. We strongly discourage a "youth club" approach which requires young people to pay dues. We also recommend that there be no policy which makes participation in parish youth activities contingent upon a certain level of involvement in fund raisers, service projects or CCD classes. Youth ministry should be open to all youth of the parish.

4. Each young person should be expected to pay *something* for every event. We recommend that the parish assume a percentage of the cost for major events, such as retreats or leadership training. Scholarships should be available for teens whose families are economically disadvantaged.
5. Alternative sources of funding for major events should be explored. The recruitment of "sponsors" from the parish for retreat or leadership training costs, for example, can involve adults in a special way with the youth program.
6. Either the youth ministry budget or the religious education budget should provide adequate funds for speakers, films, texts, catechist stipends, and other necessary resources which will be used in support of adolescent catechesis.
7. Budget priority should be given to programs and efforts aimed at involving unchurched or inactive youth. Outreach programs are often initially social in nature, but can lead to involvement in other areas of parish life.
8. The Director of Youth Ministry should be expected to provide regular reports on all program income and expenditures. The Director should be assisted in learning the standard parish and diocesan guidelines pertaining to financial record-keeping and practices.
9. See Appendix D for a list of items to be taken into consideration in constructing a youth ministry budget.

Section Four. Goal-Setting and Evaluation of Directors & Programs of Youth Ministry

Once hired, how does a pastor assess how well a Director of Youth Ministry is accomplishing his/her responsibilities? Although this seems like a question best asked some time after a person is hired, an effective evaluation process will actually begin soon after the hire, when the new youth minister establishes goals, objectives and action plans. Evaluations should be based on the goals and objectives set forth at the beginning of a particular planning period, mutually agreed upon by pastor (or supervisor) and the youth minister. Some important considerations:

1. Directors of Youth Ministry should be evaluated by whoever provides direct day-to-day supervision, whether the pastor or other person designated by the pastor..
2. A Director of Youth Ministry should *not* be evaluated by a committee – for instance, by the education commission of the parish or by parish council. Rather, these groups may be *consulted*, along with the youth and adults who participate in programming. The final evaluation is the appropriate responsibility of the direct supervisor.
3. A Director of Youth Ministry should establish written goals and objectives for each three- to six-month period. Objectives should be specific and measurable and should have dates for implementation. Evaluation cannot happen fairly without a set of explicit goals, objectives and criteria for measuring the accomplishment of those goals and objectives. Evaluators need to base their assessment on these goals.
4. It is important to ask the youth themselves what they think of the parish youth ministry program. These comments could be summarized and shared with the Director of Youth Ministry by the pastor (or by whomever is the direct supervisor). It is not appropriate for the total evaluation to be based solely on what teenagers say, but should include input from a variety of sources.
5. Other parties who have a stake in the parish youth ministry program can also be invited to offer their comments. For instance, if the Director of Religious Education has worked with the Director of Youth Ministry on youth catechesis, it would be important to ask the Director of Religious Education for input. Likewise, parents of parish teens have a point of view that needs to be heard. It is essential, however, to clarify the role of other parties invited to contribute comments as part of the Director of Youth Ministry's evaluation. Such parties should understand at the outset that their comments form only one part of the overall picture and that they do not have the authority, for example, to fire, reprimand, or reward the Director of Youth Ministry for his/her performance. This authority rests with the pastor.
6. A goal-setting worksheet and other sample evaluation instruments are included in Appendix E. Parishes may wish to adapt these forms to their own circumstances.

Section Five. Part-Time & Cluster Positions

Part-Time Positions

Smaller parishes, or those that are strapped for funds, may consider hiring a part-time Director of Youth Ministry. It is frequently the case that parishes begin to seek a part-time person, then learn that it is much more difficult to secure a competent, qualified part-time youth minister than it is a full-time youth minister. The reason for this is simple: most competent and qualified youth ministers are looking for full-time employment. Part-time persons also have less time available to address their learning needs. In some cases, parish leaders choose to move to a full-time position; in others they adjust their expectations, recognizing that hiring a part-time person is the best they can do at the time. Following are special considerations for part-time positions:

1. Employment agreements may be modified for the situation of a part-time Director of Youth Ministry by calculating the appropriate percentages of figures provided for a full-time position (e.g., half-time = 50%, etc.).
2. Even those persons serving in a part-time capacity should strive to implement comprehensive youth ministry as described in *Renewing the Vision - A Framework for Catholic Youth Ministry* (NCCB, 1997). A part-time person can offer a wide variety of programs over the course of a year, concentrating perhaps in one area but nonetheless providing at least something in each of the core areas that constitute comprehensive youth ministry.
3. Although part-time Directors of Youth Ministry need to work toward a comprehensive program, it is not fair to expect or demand that anyone work full-time hours for part-time pay. Such an expectation clearly violates the principles of fairness outlined by the U.S. Bishops in their 1986 pastoral on the economy.
4. While part-time employees typically receive fewer benefits than full-time workers, some of benefits should still apply. Part-time Directors of Youth Ministry should, for example, be reimbursed for job-related expenses, mileage and should receive some funds for continuing education.
5. Given the limited number of hours they can spend, it is vitally important for the parish and youth minister to agree on goals and priorities. What needs to be done first? What will give the most fruitful results for the time invested?
6. All parties should be clear about when the Director of Youth Ministry is expected to be physically present at the parish, regular office hours, etc.
7. In this context, it is also crucial for the part-time youth worker to recruit other adults to serve as volunteers, thus "multiplying the ministry" to youth. This can be especially challenging for part-time youth ministers, because of their time limitations.

Multi-Parish, Pastoral Region or "Cluster" Positions

A parish unable to afford a competent Director of Youth Ministry may look to neighboring parishes with the intention of creating a multi-parish, pastoral region or “cluster” position. There is ample history of such arrangements in the Archdiocese: some have been successful, others not. The added complexity of these kinds of arrangements can produce additional challenges both for the parishes and the Director of Youth Ministry. Following are some important considerations in regard to multi-parish or cluster positions:

1. Only *experienced* Directors of Youth Ministry should be considered for a position that requires them to serve more than one parish. The additional complexity of ministry from multiple sites is challenging even to experienced Directors of Youth Ministry.
2. It is vital to designate one direct, day-to-day supervisor. In some dioceses, deaneries have hired Directors of Youth Ministry; in such situations, the dean or a designated pastor assumes the role of supervisor. Such an arrangement helps reduce the inevitable confusion among parishes. This sole supervisor is responsible for facilitating and tracking goals and objectives, as well as providing support and evaluation.

Following is a list of critical questions whose answers will strongly impact the effectiveness of a cluster minister:

1. Where will the Director of Youth Ministry have an office? This decision has practical, political, and symbolic importance.
2. Will there be one youth program serving all the parishes involved or a separate program for each parish? How much time will the Director of Youth Ministry physically spend in each place? Where will programs be held?
3. Will all the participating parishes contribute equally to the financial support of the Director of Youth Ministry and the program? What is a fair salary?
4. Which parish events and meetings are required at each parish: e.g., parish council meetings, Sunday liturgies, special seasonal celebrations at Christmas and Easter, festivals, education commissions? Note: the more required meetings, the less time will be available for planning and ministry.
5. What steps will be taken to ensure that each of the parishes involved receives a fair share of the Director of Youth Ministry's services? How will parish identity be maintained among the youth?

The answers to these questions seem to depend, at least in part, on the overall relationship which has been developed among the parishes. For instance, do the parishes already hold joint staff meetings or long-range planning sessions? In other areas of parish life, what degree of cooperation already exists—for example, liturgical cooperation or consolidated elementary schools? If there is no collaboration in other areas, it may be more difficult for two or more parishes to undertake a complex shared task such as co-hiring a staff person.

Section Six. Archdiocesan Assistance in Hiring & Beyond

The Office of Youth and Young Adult Ministry has an array of services and resources to assist parishes in hiring and supporting newly-hired Directors of Youth Ministry:

- **Resume Service:** When there are multiple parish positions available, the Office of Youth and Young Adult Ministry advertises nationally to attract qualified Directors of Youth Ministry to the Archdiocese. The Office links those seeking youth ministry positions with parishes that have openings.
- **Orientation and Consultation:** The Office of Youth and Young Adult Ministry can orient, train and consult with pastors and hiring committees on each aspect of the hiring process. In addition, the Office of Youth and Young Adult Ministry staff is happy to meet with the candidates to orient them to youth ministry in the Archdiocese and to discuss the kinds of support and services that are available from the Office of Youth and Young Adult Ministry.
- **Training & Certification:** In order to be effective, parish Directors of Youth Ministry must be skilled and knowledgeable in the core areas described in the *National Certification Standards for Lay Ecclesial Ministers Serving as Youth Ministry Leaders (NALM, NFCYM, NCCL, NPM, 2003)*. The Office of Youth and Young Adult Ministry Program of Training & Certification in Youth Ministry is a nationally recognized program that trains youth workers (full-time, part-time, salaried and volunteer) in these critical competencies, and helps them become certified.
- **Mentoring:** The Office of Youth and Young Adult Ministry Staff is available to meet with Directors of Youth Ministry individually on a regular basis as mentors to provide support, guidance, problem-solving and resources.
- **Conflict Mediation & Crisis Intervention:** The Office of Youth and Young Adult Ministry staff is available to help resolve grievances and conflicts connected with a parish youth ministry. Staff members can also help parishes find appropriate professional assistance for special crises that arise in youth work: such as suicide, sudden tragedies, child abuse, emotionally troubled teens, and so forth.
 - < **Professional Associations:** The Office of Youth and Young Adult Ministry supports regional gatherings for salaried youth workers. These meetings include time for prayer, professionalization, networking and support.
- **Youth Events:** The Office of Youth and Young Adult Ministry sponsors youth leadership programs, youth rallies, archdiocesan-wide conferences, events with national youth ministry presenters and is a resource for youth retreats.
- **Resources:** Each of the regional youth offices has a resource library of books, articles, and media available on a lending basis.

- **Regular Communication:** The Office of Youth and Young Adult Ministry provides timely information on local and national youth ministry programs and efforts, as well as the best current resources and youth-related opportunities.

Appendix A. Director of Youth Ministry Salary Information

Each year the Archdiocesan Human Resources Office surveys pastors to discover how much parish employees are currently being paid. From this information they develop a range for each role with low, average and high salaries. Questions about salary ranges may be directed to the Archdiocesan Human Resources Office.

Note that there are three levels, depending upon education and certification, including Director, Coordinator and Associate, as follows:

- Director: Master's degree or equivalent, and certification
- Coordinator: Bachelor's degree or equivalent, and certification
- Associate: satisfactory completion of Basic and Intermediate Volunteer Youth Ministry Certification Program (no certification, no degree in a ministry-related field)

See the Compensation Recommendations below for more detail. Be assured that these are provided as a resource and are not prescriptive for any particular youth ministry position. The final determination of wages depends on a variety of other factors as well, including but not limited to parish size, other parish commitments, staff size, etc.

Important Note: For help with determining "just" v. "unjust" wages, we recommend two publications of the National Association of Church Personnel Administrators (NACPA): *Pathfinder for Compensation Systems: A NACPA Working Paper* (NACPA, 1990); see also *A Theoretical Framework for a Just Wage* by William P. Daly, from the November 1992 issue of NACPA's *Church Personnel Issues*. Contact: NACPA, 100 E. Eighth St., Cincinnati, OH, 45202, 513-421-3134.

Archdiocese of Cincinnati
OFFICE OF YOUTH & YOUNG ADULT MINISTRY
Compensation Recommendations 2010-11

POSITION TITLE: Director of Youth Ministry

POSITION SUMMARY: The individual has the necessary education, formation and certification to direct a Catholic institution's (e.g., parish, high school, etc.) comprehensive youth ministry, including overall leadership; pastoral planning with mission and goal development; catechetical leadership; development and management of multiple youth ministry components and leadership teams; parent resourcing and support; collaboration with other youth-serving individuals and groups within and outside the Catholic institution. This is typically a full-time, staff-level position.

EDUCATION: Master's degree or equivalent in a ministry-related field preferred

CERTIFICATION: Minimum Youth Ministry Certification; Advanced Certification preferred (If not currently certified, the individual must be certified within three years or compensation will be reduced to the "Coordinator" Leader level. N,B,: Catechetical Certification is included in Youth Ministry Certification and Advanced Youth Ministry Certification).

SALARY RECOMMENDATION

Level One

Minimum Hiring Rate	Maximum Hiring Rate	Maximum Rate for Position
\$35,564	\$43, 175	\$50,786

Archdiocese of Cincinnati
OFFICE OF YOUTH & YOUNGADULT MINISTRY
Compensation Recommendations 2010-11

POSITION TITLE: Coordinator of Youth Ministry

POSITION SUMMARY: The individual has the necessary education, formation and certification to take responsibility for adolescent catechesis and specific youth ministry programs (e.g., Confirmation, preparation, retreats, etc.) in a Catholic institution (e.g.; parish, school, etc.). This can be a full-time or part-time staff-level position.

EDUCATION: Bachelor's degree or equivalent in a ministry-related field preferred

CERTIFICATION: Youth Ministry Certification (If not currently certified, the individual must be certified within three years or compensation will be reduced to the "Associate" level. N.B.: Catechetical Leader Certification in Youth Ministry Certification is included.)

SALARY RECOMMENDATION

Level Two

Minimum Hiring Rate	Maximum Hiring Rate	Maximum Rate for Position
\$32,930	\$39,978	\$47,025

Archdiocese of Cincinnati
OFFICE OF YOUTH & YOUNGADULT MINISTRY
Compensation Recommendations 2010-11

POSITION TITLE: Associate of Youth Ministry

POSITION SUMMARY: This individual assists in the youth ministry of a Catholic institution (e.g., parish, school). The individual will be supervised by a competent staff person and assigned specific youth ministry responsibilities, but is understood to be "in training" and actively pursuing the necessary education, formation and certification in accord with role and responsibilities. This can be a full-time or part-time position.

EDUCATION: No degree in a ministry-related field.
Minimum completion of Archdiocesan Basic and Intermediate Volunteer Youth Ministry Certificate Program

CERTIFICATION: No Youth Ministry Certification

SALARY RECOMMENDATION

Level Three

Minimum Hiring Rate (hourly)	Maximum Hiring Rate (hourly)	Maximum Rate for Position (hourly)
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\$12.57	\$15.26	\$17.95
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Hourly rate translated to annual salary:

\$26,141	\$31,735	\$37,330
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Appendix B. Illegal & Legal Interview Questions

Read each question. Circle Y (Yes) or N (no) if you think you may or may not ask each question under current employment laws.

- | | | |
|---|---|--|
| Y | N | Ms. Martinez, you are applying for a position on the Social Action Commission. In your work experience, have you studied or lived abroad? |
| Y | N | How old are your children? |
| Y | N | Mr. Smith, our pension plan requires ten years vesting, but if you are at least 60, it requires only five years. Please don't tell me your age, but do you fit in this category? |
| Y | N | Patrick O'Malley, that certainly sounds Irish. Were your parents born in Ireland? |
| Y | N | Please submit a recent photograph with your application. |
| Y | N | Mike, since you are applying for a position as a Youth Director, I must ask if you have ever been arrested for any child or sexual related crimes? |
| Y | N | Please check on your application whether you are male or female. |
| Y | N | Please list all past addresses. |
| Y | N | Are you a member of the Knights of Columbus? |
| Y | N | Ms. Jackson, you list on your resume that you served in the armed forces. What type of discharge did you receive? |
| Y | N | Do you have a reference from your pastor? |
| Y | N | Mrs. Turner has applied for the Office of Black Catholic Ministries. Are you a member of the NAACP or CORE? |
| Y | N | May I see your driver's license? |
| Y | N | Our work schedule requires working on Good Friday. Can you work on this day? |
| Y | N | On your application you state you are a United States citizen. Are you native born or naturalized? |
| Y | N | Do you have any handicaps? |
| Y | N | Mr. Dawson, your references in maintenance work from other parishes are excellent. Are you a Catholic? |
| Y | N | Where were you born? |
| Y | N | Since our parish has a large Hispanic population, you must be able to speak Spanish. Your Spanish is excellent. Where did you learn to speak it so well? |
| Y | N | Please list any organization or club in which you have membership. |
| Y | N | What is your maiden name? |
| Y | N | Mrs. Bailey, do you have young children whose needs may interfere with your work schedule? |
| Y | N | Have you ever worked under another name? |
| Y | N | John, as part of the maintenance team, you will be working around beer and alcohol for festivals and wedding receptions. Are you 21 years old? |

**Note: None of these questions are allowable under current employment law.
See next page for more information.**

Questioning Applicants for Employment

A tri-fold brochure of this information is available from the Ohio Civil Rights Commission at
<http://crc.ohio.gov/publications/QuestioningApplicantsTrifold.pdf>

TYPE OF INQUIRY	LAWFUL	UNLAWFUL
1. NAME	Name	Inquiry into any title which indicates race, color, religion, sex, national origin or ancestry.
2. ADDRESS	Inquiry into place & length of current address.	Inquiry into foreign address indicating national origin.
3. AGE	Any inquiry limited to establishing that applicant meets any minimum age requirements that may be established by law.	A. Requiring birth certificate/baptismal record before hiring. B. Any other inquiry which may reveal whether applicant is at least 40 years of age.
4. BIRTHPLACE OR NATIONAL ORIGIN		A. Any inquiry into place of birth. B. Any inquiry into origins of parents, grandparents, spouse. C. Any other inquiry into national origin.
5. RACE OR COLOR		Any inquiry which would indicate race or color.
6. SEX		A. Any inquiry which would indicate sex. B. Any inquiry of members of one sex, but not the other.
7. RELIGION CREED		A. Any inquiry indicating religious denomination or custom. B. Applicant may not be told any religious identity or preference of the applicant. C. Request pastor's recommendation or reference.
8. HANDICAP	If necessary to determine ability to substantially perform specific job without significant hazard.	Any other inquiry which would reveal handicap.
9. CITIZENSHIP	A. Whether a U.S. citizen B. If not, whether applicant intends to become one. C. If U.S. Residence is legal. D. If spouse is citizen. E. Require proof of citizenship after being hired.	A. If native-born or naturalized. B. Proof of citizenship before hiring. C. Whether parents or spouse are native-born or naturalized.
10. PHOTOGRAPHS	May be required after hiring for I.D. purposes.	Require photograph before hiring.
11. ARRESTS AND CONVICTIONS	Inquiries into convictions of specific crimes related to qualifications for the job applied for.	Any inquiry which would reveal arrests without convictions.
12. EDUCATION	A. Inquiry into nature & extent of academic, professional or vocational training. B. Inquiry into language skills, such as reading & writing of foreign language.	A. Any inquiry which would reveal the nationality or religious affiliation. B. Inquiry into mother tongue or source of foreign language ability.
13. RELATIVES	Inquiry into name, relationship and address of person to be notified in case of emergency.	Any inquiry about a relative which would be unlawful if made about a relative of the applicant.
14. ORGANIZATIONS	Inquiry into organization memberships and offices-excluding any organization, the name or character of which indicates the race, color, religion, sex, national origin, handicap, age or ancestry of its members.	Inquiry into all clubs and organizations where membership is held.
15. MILITARY SERVICE	A. Inquiry into service in U.S. Armed Forces when such service is a qualification for the job. B. Require discharge certificate after being hired.	A. Inquiry into military service of any country but U.S. B. Requests for military service records. C. Inquiry into type of discharge.
16. WORK SCHEDULE	Inquiry into willingness to work a required schedule.	Inquiry into willingness to work a specific religious holiday.
17. OTHER	Any questions required to reveal qualification for the job applied for.	Any non-job related inquiry which may reveal information permitting discrimination.
18. REFERENCES	General personal & work references not relating to race, color, religion, sex, national origin, handicap, age or ancestry.	Request references specifically from clergymen or any other persons who may be biased by race, color, religion, sex, national origin, handicap, age or ancestry of applicant.

Appendix C. Sample Job Description (source: Human Resources Guidelines for Parishes)

I. IDENTIFYING INFORMATION

Position Title: DIRECTOR OF YOUTH MINISTRY

Status: Full-time, Exempt, 12 months

Reports to: Pastor

II. PRIMARY FUNCTION OF THIS POSITION

Develop and coordinate comprehensive youth ministry to and with younger and older adolescents in the parish.

III. POSITION CONTENT

A. MAJOR POSITION RESPONSIBILITIES AND REGULAR ACTIVITIES

1. Identify, train and support parish leadership teams of youth and adults who, together with existing parish commissions, will implement the three goals and eight components of youth ministry as found in *Renewing the Vision: A Framework for Catholic Youth Ministry*, USCCB, 1997.

Goals:

1. To empower young people to live as disciples of Jesus Christ in our world today.
2. To draw young people to responsible participation in the life, mission and work of the faith community.
3. To foster the total personal and spiritual growth of each young person.

Components:

- Advocacy
- Catechesis
- Community Life
- Evangelization
- Justice and Service
- Leadership Development
- Pastoral Care
- Prayer and Worship

2. Coordinate the catechetical efforts for adolescents utilizing a comprehensive youth ministry model, including Confirmation.
3. Utilize effective means of communicating with youth, their parents and families about the variety of ministry and program opportunities available.
4. Support and resource parents as the leaders of the domestic church of the home, and the primary formers of the faith of their children.
5. Develop and maintain a budget approved by the Finance Commission and Pastor.
6. Provide ongoing education and consciousness-raising for the broader parish in regards to a vision of youth ministry, youth culture, adolescent development, youth needs, etc.
7. Serves as the liaison to other youth-serving agencies within the broader community as well as to the Archdiocese of Cincinnati.
8. Advocate for participation by youth in the ministries and service organizations of the parish.
9. Develop and utilize evaluative tools for all aspects of the ministry

IV. POSITION SPECIFICATIONS/REQUIREMENTS

A. SKILLS, KNOWLEDGES AND/OR ABILITIES (SKAs; DYM = Director of Youth Ministry)

- A DYM is a person of Christian faith who strives to live a life guided by the Gospel, rooted in regular personal prayer, and lived out in the Catholic faith community.
- A DYM's faith has been formed in the Catholic theological tradition; a DYM is knowledgeable in Sacred Scripture, Christology, Ecclesiology, Catholic Doctrine, Sacramental and Moral Theology.
- A DYM is an effective leader and administrator; skilled in communication, pastoral planning, budgeting, legal concerns and managing volunteers.
- A DYM understands the needs, development and culture of youth and is able to effectively respond to these in ministry programming.
- A DYM understands and effectively apply the principles, processes and methods of:

- adolescent evangelization and catechesis.
 - individual, communal and liturgical prayer in ministry with young people.
 - building community with young people.
 - pastoral care for youth.
 - youth formation in justice and service.
 - leadership development for adults and youth in youth ministry.
 - Advocacy on behalf of youth and youth ministry.
- A DYM understands the critical role that families play in the healthy formation of youth and can effectively integrate a family perspective into youth ministry.
 - A DYM understands the importance that cultural heritage brings to the development of faith. A DYM can integrate multicultural experiences into all dimensions of youth ministry and can respond to the unique needs of youth from different cultural heritages.
 - A DYM is knowledgeable about, and able to effectively utilize, a variety of resources in youth ministry.

B. EDUCATION, TRAINING AND/OR EXPERIENCE

- Masters Degree in Pastoral Ministry, Religious Studies, Theology, Religious Education, or related field
- Archdiocesan Youth Ministry Certification

V. RESPONSIBILITY FOR QUANTIFIABLE MEASURES

Responsible for a defined budget.

VI. VI. WORKING ENVIRONMENT

This position requires frequent evening, weekend and off-site work.

Appendix D. Budget Considerations

Use this page to develop a youth ministry budget. The items below should be regarded as a starting point for budget planning. Depending on the nature of youth ministry programming, some items will likely need to be added, others dropped.

Income

- A. Fundraisers
- B. Contributions from benefactors
- C. Fees for programs & events
- D. Parish subsidy
- E. Religious Education / Confirmation
 - 1. Texts, handouts, video and audio resources, etc.
 - 2. Movies, speakers
 - 3. Stipends for catechists

Expenses (based on a full-time Director position)

- A. Salary and Benefits
 - 1. Salary
 - 2. F.I.C.A.
 - 3. Workers' compensation
 - 4. Unemployment
 - 5. Health insurance
 - 6. Life insurance
 - 7. Pension plan
 - 8. Travel/mileage
 - 9. Continuing education
 - 10. Long-term disability
- B. Leadership Training
 - 1. Core team planning retreat(s)
 - 2. Diocesan ministry training for teens (e.g., TCL, TACKLE)
 - 3. Training for adult volunteers
 - 4. Other speakers and trainers
- C. Youth Ministry Resources
 - 1. Youth ministry books & journal subscriptions
 - 2. Membership fees
 - 3. Music: cassettes, CDs, records of contemporary music
 - 4. Purchasing/developing film
- D. Conferences & Retreats
 - 1. Parish retreats: facility rental, food, stipends, etc.
 - 2. National and local conferences, rallies and retreats
- F. Publicity
 - 1. Postage
 - 2. Printing (newsletter, etc.)
 - 3. Stationery
 - 4. Graphics materials, clip-art, posterboard, paints, etc.
 - 5. Photo developing: pictures of youth events
- G. Outreach and Service Events
 - 1. Hospitality: soft drinks, snacks, coffee, pizza, etc.
 - 2. Dances and other social events aimed at uninvolved youth
 - 3. Transportation to service project sites
 - 4. Tools and supplies for service
- H. Other:
 - 1. Phone service
 - 2. Equipment purchase for office and/or youth room: desk, file cabinet, computer, software, office supplies, chairs, sofa, paint for youth meeting room, etc.
 - 3. Equipment repair/servicing
 - 4. Movie/video rental
 - 5. Special presenters & performers

Appendix E. Sample Forms

Youth Ministry Goal-Setting Worksheet

For the six-month period from _____ to _____

For each of the eight components, write down your major goal(s) for the next six months. Use additional pages for your more detailed plans. This page is intended to give a quick, at-a-glance overview of your goals.

A. Advocacy

B. Catechesis

C. Community Life

D. Evangelization

E. Justice and Service

F. Leadership Development

G. Pastoral Care

H. Prayer and Worship

Youth Ministry Evaluation / Youth Form

Directions: Please be as honest as possible in answering these questions. Please use the scale below to rate each item. Try to be specific in the comments you write. Thank you!

Rating Scale: 4-agree strongly; 3-agree; 2-disagree; 1-disagree strongly; 0-no opinion

1. What I like best about the youth ministry program is...

2. Something that could be improved is...

3. _____ Youth Ministry events are well-planned and well-organized.
4. _____ I like the variety of activities that are offered.
5. _____ Youth are included in the planning of events.
6. _____ I feel like I'm learning more about my faith and God.
7. _____ Our youth ministry group has a strong feeling of community.
8. _____ We have chances to talk about things that are important to us.
9. _____ The youth ministry program has improved in the past 6 months.
10. About you: Sex: ___F ___M Year of graduation: _____
11. Please check the one that best describes your involvement in parish youth ministry:
I attend parish youth events ___ often / ___ sometimes / ___ rarely / ___ never.
12. The last youth ministry event I attended was (please write down what and when):

13. Any other comments or suggestions...

Director of Youth Ministry Evaluation / Supervisor's Form

(Please use the following scale: 5-regularly exceeds expectations; 4-sometimes exceeds expectations; 3-meets expectations; 2-sometimes does not meet expectations; 1-regularly does not meet expectations.)

1. What are the strengths of the youth ministry program right now?

2. What needs to be improved?

3. Accomplishment of stated goals & objectives 1 2 3 4 5

4. Ability to take initiative 1 2 3 4 5

5. Willingness to work collaboratively with other adults 1 2 3 4 5

6. Relationships with other staff members 1 2 3 4 5

7. Relationships with youth of parish 1 2 3 4 5

8. Ability to communicate the vision and goals of the youth program to the whole parish 1 2 3 4 5

9. Witness to Christian faith in his/her lifestyle 1 2 3 4 5

10. Ability to carry projects through to completion 1 2 3 4 5

11. Plans and conducts quality programs 1 2 3 4 5

12. In your opinion, what should be the priority goals and objectives for the youth ministry program over the next 6 months?

13. List any other comments or recommendations you have concerning the Director of Youth Ministry or the youth ministry program at this time.

Period being evaluated: from _____ to _____

Supervisor's signature: _____ Date _____

Youth Ministry Survey

Thanks for helping us take stock of Youth Ministry in our parish. Please answer these questions as honestly as you can. Be specific and give examples if possible. If you don't have enough information about a particular question to have an opinion, just leave it blank. Thanks again!

	Very Poor	Poor	OK	Good	Very Good
1. Attendance at activities	1	2	3	4	5
2. Variety of activities	1	2	3	4	5
3. Social activities: fun things, community-builders, fellowship	1	2	3	4	5
4. Service activities: helping people in need	1	2	3	4	5
5. Spiritual activities: retreats, prayer, liturgies	1	2	3	4	5
6. Publicity for youth activities	1	2	3	4	5
7. Programs to help teenagers with their personal problems	1	2	3	4	5
8. Outreach to inactive teens	1	2	3	4	5
9. Youth involvement in leadership roles or core team	1	2	3	4	5
10. Adult involvement in the youth ministry program & core team	1	2	3	4	5
11. Religious education for teens	1	2	3	4	5
12. Information sent to parents about activities	1	2	3	4	5
13. The organization of activities: how well-planned & carried out?	1	2	3	4	5
14. The way in which disagreements or conflicts are dealt with	1	2	3	4	5
15. The overall youth ministry program	1	2	3	4	5

[To Next Page]

16. In your opinion, what are the best things about youth ministry in our parish?

17. What do you think would make our youth ministry program better?

18. Your role: Teenager Parent Adult volunteer

19. I attend youth ministry events at the parish (check one):

often sometimes rarely never.

20. Any other comments or suggestions?

Appendix F. Applicant's Certification & Form B.4

APPLICANT'S CERTIFICATION

This Certification must be signed by every applicant for employment with the Archdiocese of Cincinnati which involves regular contact with children.

I hereby attest and certify that I have never been convicted of nor pled guilty to: endangering children, including child abuse, in violation of Ohio Revised Code Section 2919.22; contributing to the unruliness or delinquency of a child, in violation of Ohio Revised Code Section 2919.24; rape, in violation of Ohio Revised Code Section 2907.02; sexual battery, in violation of Ohio Revised Code Section 2907.03; unlawful sexual conduct with a minor, in violation of Ohio Revised Code Section 2907.04; gross sexual imposition, in violation of Ohio Revised Code Section 2907.05; sexual imposition, in violation of section Ohio Revised Code Section 2907.06; importuning, in violation of Ohio Revised Code Section 2907.07; voyeurism, in violation of Ohio Revised Code Section 2907.08; public indecency, in violation of Ohio Revised Code Section 2907.09; any offense of violence; or any existing or former offense of any municipal corporation, of this state, any other state, or the United States, that is substantially equivalent to any of the above offenses. (If you have been convicted of or pled guilty to any of the above offenses and wish to explain the circumstances thereof, please do so on a separate sheet.) I further certify that I have never been discharged from employment or a volunteer position because of any activity covered by the foregoing statutes.

I hereby authorize any present or former employer, person, firm, corporation, physician, or government agency to answer any and all questions and to release or provide any information within their knowledge or records, and I agree to hold any and all of them harmless and free of any liability for releasing any truthful information that is within their knowledge and records. I further authorize the Archdiocese of Cincinnati to conduct a check of my police criminal records and agree that I will fully cooperate in providing all information and signing all documents necessary to conduct such a check.

I hereby attest and certify that the above information provided by me is true and correct to the best of my knowledge. I understand that misrepresentations or omissions may disqualify my application or result in my immediate dismissal if I am already employed.

Signature of Applicant _____
Date

Institution Name _____
Witness

This Applicant's Certification is only one part of the B.4 Form and of the application process. Applicants must also supply other personal information and references, as required in Section I, B of the Decree on Child Protection.

Archdiocese of Cincinnati

B.4 FORM

Register Check in Accordance with Section B.4 of the Decree on Child Protection

Applicant for Employment:

Hiring Agent:

Last Name

Name of School, Parish, etc.

First Name and Initial

Address

Maiden Name (if applicable)

City State Zip

Social Security Number

Name of Hiring Agent

Position Applied For

Position of Hiring Agent

Signature Date

NO

YES

Explanation _____

Attorney for Archdiocese of Cincinnati _____

Date _____

Please review the following before sending this to the Chancery, 100 East Eighth Street, Cincinnati, Ohio 45202:

Hiring Agent will:

- ▲ Type or print requested information at top of form. Then sign and date as indicated.
- ▲ Include signed, dated and witnessed APPLICANT’S CERTIFICATION (**on reverse side**).

The Chancery will:

- ▲ Send B.4 Form to the attorney for the archdiocese who will complete the middle section of the form.
- ▲ A copy of this form, with the attorney’s signature and/or comments, will be returned to the hiring agent. **The ‘NO’ BOX CHECKED is approval for hiring.**

Child Protection Decree
Pre-employment Form

3/03
Archdiocese of Cincinnati

Appendix G. Director of Young Adult Ministry Job Description

I. IDENTIFYING INFORMATION

Position Title: DIRECTOR OF YOUNG ADULT MINISTRY

Status: Full-time, Exempt, 12 months

Reports to: Pastor

II. PRIMARY FUNCTION OF THIS POSITION

Develop and coordinate ministry to 18-39 year olds

III. POSITION CONTENT

A. MAJOR POSITION RESPONSIBILITIES AND REGULAR ACTIVITIES

1. Identify, train and support parish leadership teams of young adults and adults who, together with existing parish commissions, will implement the four goals of young adult ministry as outlined in *Sons and Daughters of the Light*, USCC, 1994.
 - Connecting young adults with Jesus Christ
 - Connecting Young Adults with the Church
 - Connecting Young Adults with the Mission of the Church in the World
 - Connecting Young Adults with a Peer Community
3. Utilize effective means of communicating to young adults the variety of ministry and program opportunities available.
4. Develop and maintain a budget approved by the Finance Commission and Pastor.
5. Provide ongoing education and consciousness-raising for the broader parish in regards to a vision of young adult ministry and young adult needs.
6. Advocate for participation by young adults in the ministries and service organizations of the parish.

7. Develop and utilize evaluative tools for all aspects of the ministry

IV. POSITION SPECIFICATIONS/REQUIREMENTS

A. SKILLS, KNOWLEDGES AND/OR ABILITIES (SKAs)

- A CYAM is a person of Christian faith who strives to live a life guided by the Gospel, rooted in regular personal prayer, and lived out in the Catholic faith community.
- A CYAM's faith has been formed in the Catholic theological tradition; a CYAM is knowledgeable in Sacred Scripture, Christology, Ecclesiology, Catholic Doctrine, Sacramental and Moral Theology.
- A CYAM is an effective leader and administrator; skilled in communication, pastoral planning, budgeting and managing volunteers.
- A CYAM understands the needs, development and culture of young adults and is able to effectively respond to these in ministry programming.
- A CYAM understands the importance that cultural heritage brings to the development of faith. A CYAM can integrate multicultural experiences into all dimensions of young adult ministry and can respond to the unique needs of young adults from different cultural heritages.
- A CYAM is knowledgeable about, and able to effectively utilize, a variety of resources in young adult ministry.

B. EDUCATION, TRAINING AND/OR EXPERIENCE

- Masters Degree in Pastoral Ministry, Religious Studies, Theology, Religious Education, or related field

V. RESPONSIBILITY FOR QUANTIFIABLE MEASURES

Responsible for a defined budget.

VII. VI. WORKING ENVIRONMENT

This position requires frequent evening, weekend and off-site work.