

## Pre-Screening Form for the Behavioral Interview Process

In Romans 12, the Apostle Paul writes; “We have gifts that differ according to the grace given us.” The behavioral interview is the tool used in the Domestic Mission Unit of the ELCA that will help the candidate and the staff of the DM Unit discern if the candidate has the gifts for mission development and/or redevelopment ministry.

One of the initial steps in the behavioral interview process is a pre-screening interview. In this interview, the interviewer is looking for sufficient recognizable behaviors to indicate that the candidate should complete the full behavioral interview process.

The Director for Evangelical Mission conducts a brief pre-screening interview. The interviewer is seeking concrete behaviors in several of the core competencies necessary for mission development and/or redevelopment ministry in the Evangelical Lutheran Church in America. The rationale for this pre-screening interview is:

- ⚡ To obtain behavioral data indicating there is enough evidence that the candidate can be recommended for the full 4-5 hour behavioral interview.
- ⚡ To introduce the candidate to the behavioral interview method.
- ⚡ To begin developing a relationship between the candidate and the Domestic Mission Unit of the ELCA.

### **The Eight Core Characteristics of a Mission Developer/Redeveloper are:**

- 1. Visioning Capacity**
- 2. Intrinsic Motivation**
- 3. Participatory Leadership**
- 4. Engaging Those Not in a Faith Community**
- 5. Supportive Primary Relationships**
- 6. Effectively Builds Relationships**
- 7. Committed to God’s Mission to Grow the Church**
- 8. Builds Cohesive Groups**

In the behavioral interview process there are “cut-off factors”. These “cut-off factors” are competencies that are particularly relevant in either mission development ministry and/ or redevelopment ministry. The “cut-off factors” for mission development are: **Visioning Capacity, Intrinsic Motivation, Participatory Leadership, Engaging Those Not in a Faith Community, Supportive Primary Relationships and Effectively Builds Relationships**. In addition to the “cut-off factors” for mission development, the following are additional “cut-off factors” for redevelopment ministry: **Committed to God’s Mission to Grow the Church and Builds Cohesive Groups**. If in the behavioral interview the candidate receives less than a score of 2 in two or more of these core characteristics, it is an indication that the candidate does not have the gifts for mission development and/or redevelopment. During the behavioral interview the candidate will be questioned about behaviors in 7 additional categories. These additional categories are: Responsiveness to the Community, Stewarding the Giftedness of Others, Flexibility and Adaptability, Resilience, Exercises Faith, Multiculturalism and Commitment to the ELCA.

In the pre-screening interview there are five key questions that are asked of each candidate who is being assessed for either mission development or redevelopment. As the interviewer listens to the responses of the candidate, they are seeking solid behaviors that validate that the candidate has competency in several of these 15 behavioral categories. In other words, the interviewer is not looking for what the candidate might think about the best way to engage those not in a faith community, but is seeking concrete behaviors that the candidate has exhibited in their life that demonstrates how they have engaged those not in a faith community. The interviewer needs to be able to “translate” behaviors from settings that are not ministry related into how they might function in a ministry setting.

Attached to this document is a handout titled, “Characteristics of a Mission Developer/Redeveloper.” Under each of the characteristics are qualities that would indicate that a candidate is competent in a specific characteristic. As the pre-screening interviewer asks their questions, they may find that they need to do additional probing to help the candidate identify behaviors that validate their competency in one of the eight core characteristics. The interviewer might find it helpful to review the handout and perhaps develop an additional question that would help the candidate identify a more behavioral response to their answer.

### **Interviewing Tips**

1. Remind the candidate that their responses can relate to any area of their life, not necessarily ministry. For example, experiences from childhood through adulthood in volunteer organizations, work responsibilities, neighborhood and family can be used to validate competency in one of the characteristics.
2. Reassure the candidate that it is alright to take time to think through their answer before giving a response.
3. Reinforce to the candidate that the pre-screening process and the behavioral interview process are discernment tools that assess the candidate’s gifts for mission development and/or redevelopment. If the candidate is not recommended for further discernment it does not mean they do not have the gifts for various other ministries. In addition, it may mean that the candidate needs additional time to develop the behaviors needed and once those behaviors are developed, the candidate will have demonstrated sufficient potential to complete the entire discernment process, which includes the behavioral interview.
4. Following the questioning period, the interviewer will be asked to describe the behavioral evidence that validates that the candidate has the potential for mission development and/or redevelopment and therefore should participate in the 4 to 5 hour behavioral interview. As the candidate is interviewed, the interviewer is looking for at least 2 responses that are solid behavioral data for each characteristic. In view of that, the interviewer will write notes during the interview that they can use as a reference as they complete the narrative report required from the interview. The handout, “Narrative Report of the Behavioral Prescreening” is attached.



# Evangelical Lutheran Church in America

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## Mission Developer/Redeveloper Pre-Screening Report

Name of Candidate: \_\_\_\_\_

Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Phone: (C) \_\_\_\_\_ (H) \_\_\_\_\_

Preferred E-mail: \_\_\_\_\_

Congregation Membership: \_\_\_\_\_

Synod Membership: \_\_\_\_\_

Director for Evangelical Mission: \_\_\_\_\_

Recommended by: \_\_\_\_\_

Date of Pre-Screening Interview: \_\_\_\_\_

Briefly comment on the following:

Why does the candidate want to be in mission development or redevelopment at this time?

Does the candidate's synod have a field in mind for this person? If so, specify name of field.

What is the candidate's timeline for availability?

Does the candidate have any geographic or other restrictions? Please explain why.

Does the candidate have any allegations of sexual misconduct or harassment made against him/her? If yes, please explain. Any allegations of fiscal irresponsibility? If yes, please explain.

What special concerns should be addressed in depth with this candidate in the full screening process? Why?

Best suited for: Suburban \_\_\_ Urban \_\_\_ Rural \_\_\_ Other? \_\_\_ Racial/Ethnic/Language \_\_\_\_\_

### **Pre-Screening Questions for Mission Developers**

1. Describe a time when you had an idea that you wanted to make into a reality and the steps you implemented to accomplish it.
2. Tell me about people and/or groups beyond the church community that you know and how you interact with them and build relationships.
3. What motivates your interest and/or desire to be a missional leader in the church?
4. In what ways have you prepared yourself to work across issues of race, class and/or culture?
5. In what ways does your life and ministry reflect your commitment to leadership in and through the ELCA?

### **Pre-Screening Questions for Redevelopers**

1. What strategies have you used to help a group to bond and work effectively together?
2. What has been your experience in growing the quality and capacity for a healthy, vital, evangelizing congregation?
3. What motivates your interest and/or desire to be a missional leader in the church?
4. In what ways have you prepared yourself to work across issues of race, class and/or culture?
5. In what ways does your life and ministry reflect your commitment to leadership in and through the ELCA?

## **Narrative Report of the Behavioral Pre-screening**

In this report the interviewer documents the concrete behaviors that validate that the candidate either 1. Demonstrates that their past behavior indicates that they have beginning gifts for mission development and/or redevelopment ministry and therefore should be recommended to complete the entire behavioral interview process **or** 2. The candidate's responses do not indicate that they have the beginning gifts for mission development and/ or redevelopment ministry at this point in time and should consider further discernment of the possibility of this ministry in the future.

Notes:

Name of Candidate: \_\_\_\_\_

Synod: \_\_\_\_\_

Interviewer: \_\_\_\_\_

Please circle and sign: I do/ I do not recommend \_\_\_\_\_ to continue the behavioral interview process.

Signed: \_\_\_\_\_

Print: \_\_\_\_\_

Date:

# Characteristics of an Effective Mission Developer/Redeveloper

## 1. Visioning Capacity

Demonstrates the ability to project into the future  
Exhibits the ability to analyze a situation and set goals that motivate people into action  
Develops plans and priorities to implement actions for growth

## 2. Intrinsic Motivation

Desires to do well and has a commitment to excellence  
Exhibits a persistence and stick-to-it-tiveness  
Demonstrates behaviors of a self-starter with initiative

## 3. Participatory Leadership

Committed to building on the ideas and contributions of others so that the final product will be stronger and better than their own imaginations  
Gains commitment of the people to the vision  
Recruits the energy of the people to implement the vision

## 4. Engaging Those Not in a Faith Community

Witnesses with those persons not in a faith community without demeaning or judging them  
Articulates an understanding of God's mission to grow the church  
Mobilizes others to participate in God's mission to the grow the church

## 5. Supportive Primary Relationships

Evaluates the consequences of ministry demands upon partner/spouse/family and friendships  
Resolves conflicts within supportive primary relationships in a healthy manner  
Models trust and collaboration within supportive primary relationships, both at church and in the community

## 6. Effectively Builds Relationships

Demonstrates effective skills to cultivate meaningful relationships  
Displays God's love and compassion to people; shows hospitality  
Appreciates and accepts the diversity of persons

## 7. Committed to God's Mission to Grow the Church

Articulates an understanding of God's mission to grow the church  
Mobilizes others to participate in God's mission to grow the church  
Seeks training on effective models of ministry to grow the church

**8. Responsiveness to the Community**

Understands the culture of the community served  
Identifies and assesses community needs  
Committed to seeking and serving justice

**9. Stewarding Giftedness of Others**

Committed to building on ideas and contributions of others so that the final product will be stronger and better than their own imaginations  
Gains commitment of the people to the vision  
Recruits the energy of the people to implement the vision

**10. Flexibility and Adaptability**

Copes effectively with ambiguity  
Deals effectively with interruption, constant and abrupt change and multiple demands  
Adapts one's self and one's method to the unique particular needs of the ministry

**11. Building Cohesive Groups**

Seeks unity of action and promotes the inclusion of all  
Shows commitment to building a group of leaders who will help accomplish ministry goals  
Demonstrates the ability to overcome dissension

**12. Resilience**

Copes with the experience of setbacks without defeat  
Manages effectively both the joys and challenges of ministry  
Expects the unexpected and makes the most of it

**13. Exercises Faith**

Maintains spiritual vitality through practice of spiritual disciplines  
Able to articulate their faith story with ease  
Helps others to see growing in faith as a life long journey

**14. Multiculturalism**

Develops skills to work across race, culture and class  
Assesses the cultural context; seeks justice  
Desires to face and overcome their own racism

**15. Commitment to the ELCA**

Understands and respects the interconnectedness of the 3 Expressions of the ELCA  
Committed to the involvement of self and congregation in ministry beyond the congregation  
Demonstrates a willingness to support a change in the direction of the ELCA if change is necessary