

# FREQUENTLY ASKED QUESTIONS

## Leadership Consultant Candidates



### **What is the culture of Catholic Leadership Institute (CLI)? How does the apostolate maintain its culture in a virtual environment?**

Our CLI team members believe that our work is more than a job and instead treat it as a calling. In keeping with that belief, our work environment is rigorous, highly collaborative, fast-paced, and self-directed – all in service to the Church and our shared Catholic faith. The *CLI Promise* (see link on *Leadership Consultant Recruiting Resources* page) captures the experience we strive to provide for all team members.

We maintain a strong culture in our virtual environment through robust use of technology designed for collaboration, daily team prayer, and opportunities to gather in person each year. Leadership Consultants (LCs) are also invited to join an annual small group, a cross-functional collection of both full- and part-time team members that may focus on role clarity, skill building, or faith sharing.

### **What does onboarding for an LC look like?**

Onboarding for the 2025 cohort will begin on Monday, April 21, 2025, and will continue for approximately 90 days. This will also serve as a probationary period for new LCs and a time of mutual discernment for new hires and CLI. Onboarding includes synchronous and asynchronous meetings, trainings, and group activities designed to orient candidates to the culture of CLI, introduce them to those team members with whom they will work most closely, and familiarize them with the services they will share with our clients. A detailed schedule will be provided to selected consultants when they submit their signed offer letter. At the completion of the onboarding period, an evaluation and mutual discernment conversation between new LCs and their supervisor will take place to discuss ongoing employment.

### **How long does it take from date of hire to be assigned to a project as an LC?**

On average, it takes three to six months from hire date to first assignment. The first three months consist mostly of internal onboarding processes and training. New hires may also have an opportunity to travel to observe other LC deliveries. In some cases, due to the agility of our organization, a new opportunity for client work may present itself sooner.

### **To what types of projects can a new LC expect to be assigned?**

Depending on the LCs experience and interview process, LC Management will offer work based on where the LC's gifts, the needs of the organization, and the desires of the client intersect. Recently, LCs have coached priests and bishops, engaged in diocesan pastoral planning, conducted interviews, focus groups, and listening sessions, partnered in parish pastoral planning, delivered leadership training, facilitated retreats, and more.

### **How are projects assigned? Do LCs have a say in what work they take on?**

When a client agreement is in the "pending" status, LC Management will begin to consider which LCs have the skill, experience, bandwidth, and desire for that particular project. An LC will receive a call or email with some of the high-level details of the work to assess their interest and will be invited to prayerfully discern the assignment. Follow up calls or email exchanges may take place to aid in further discernment. If the LC agrees to the assignment, LC Management will send a formal assignment message to the project team. More complex projects begin with a Kickoff Call to orient the LC to the project after which, the LC may begin work. To retain "active status" as an LC, the LC must perform client-facing work that has been offered at least once every eight weeks.

# FREQUENTLY ASKED QUESTIONS

## *Leadership Consultant Candidates*



### **How many projects does an LC typically have at once?**

While it depends on the LC and the complexity of the projects, most LCs have 2-3 onsite projects at a time alongside several other virtual-only projects. LCs may also be asked to assist with other projects and tasks, such as interviews, focus groups, or internal projects related to areas such as content development, philanthropy, or strategic planning.

### **How long does it take for an LC to have a “regular” cadence of work?**

Usually by their one-year employment anniversary, most LCs have settled into a regular cadence of work and have a feel for how they manage their CLI work with their other personal and professional responsibilities. There is a large learning curve at the beginning of assignments but as time goes on, LCs become more comfortable with the skills and competencies needed for agreement fulfillment.

### **How many hours per week does a typical LC work? What is the balance between internal and client-facing work?**

The annual weekly average of LC work is 20-30 hours. It is important to note that because some work is onsite, some weeks will be 40 hours or more due to travel and some weeks will be less than 20 hours. The work is variable based on the projects assigned and individual project timelines. At minimum, LCs hired this round can expect roughly 3-6 hours of internal work (training, communications, expenses, etc.) weekly, on average. Please refer to the “Leadership Consultant Work Distribution Guidelines” table linked on the *Leadership Consultant Recruiting Resources* page for more detailed insights on internal work. To get an idea of what client-facing work looks like for an average LC, please refer to the “Leadership Consultant Sample Calendars” also linked on the *Leadership Consultant Recruiting Resources* page. Currently, we are hiring consultants in Bands 3 and 4 (working 20-40 hours/week average annually.)

### **How much of LC work takes place on nights and weekends?**

The amount of night/weekend work depends on the project as well as LC preference. For example, an LC may prefer to handle client email communications in the evening or may opt to complete web-based asynchronous training on the weekend. Client-facing meetings that support dioceses, chanceries, bishops, and individual priests, tend to take place during weekdays while meetings that support parishes or parishioners may take place on weeknights or weekends. In most cases, the assigned LC is able to work with the client to set meeting schedules. There may be some flexibility to accommodate LC preferences depending on the parameters of the agreement and the client.

### **What pathways are there for personal growth and professional development for an LC?**

CLI offers a robust program of internal training through our *CLI Academy* internal learning platform as well as monthly, quarterly, and annual training opportunities specifically targeted toward the needs of our LCs. All CLI team members may also access funds reserved for the purpose of accessing outside training and professional development. Additional details will be provided during onboarding.

### **What kind of staff support do LCs receive?**

While LCs may often find themselves delivering to a client solo, behind them is a whole team of internal support team members. Project teams include the functions of project management, ministry

# FREQUENTLY ASKED QUESTIONS

## *Leadership Consultant Candidates*



development, client services, communications and marketing, content design, training, and often philanthropy. New hires will also receive mentoring from a seasoned LC.

### **What resources or content pieces do LCs deliver to clients? Is there room for creativity and innovation?**

CLI aims to provide an intentional and excellent experience to our clients through thoughtfully crafted content, delivered by our LCs, and informed by years of research and experience, that is impactful, relevant, and aligned with the mission and values of our apostolate. CLI strives to provide a standardized and consistent approach to all content used in our service. If an LC feels personalization or modification is necessary, there is a formal process outlined to request a change to meet the needs of the client and ensure the project deliverables are achieved while upholding our content standards and organizational values.

### **What is the employment status of LCs?**

Leadership consultants are part-time variable employees of CLI. They are not contractors, and as non-exempt employees are eligible for overtime pay. While we try to honor the desired per-week hour load of LCs, there is no way to guarantee this as hours may vary from week to week.

### **How are LCs compensated? How often?**

LCs track their time on individual projects and tasks in an ERP cloud system in a minimum of 15-minute increments. All employees must submit their timecards for approval on a weekly basis to ensure accurate project tracking. The work week is Sunday to Saturday. Pay for submitted and approved timecards are issued every other week on Friday. All timecards for which LCs are expecting payment in the upcoming payroll run must be submitted by 9pm EST on the Sunday prior to the following Friday payday.

A Travel Consideration is also built into our pay structures for LCs. When an LC travels for an assignment, the LC is guaranteed to receive an equivalent of at least six hours of regular pay regardless of the number of hours worked on that day. This minimum guaranteed adjustment applies to all Leadership Consultant assignments that require travel regardless of distance or time traveled.

### **What employee benefits are available to an LC?**

Leadership Consultants are eligible for several CLI benefits including:

- Participation in CLI's 403(b) retirement plan, with an up to four percent match by CLI.
- Access to funds to pursue outside professional development opportunities.
- Opportunities for discretionary leaves of absence to attend to personal and family needs.
- A home office reimbursement (see below for details).

### **Do LCs receive any hardware or equipment as a part of their employment?**

Upon hire, new team members are eligible to receive reimbursement for certain office products to set up their home office in accordance with CLI's Virtual Meeting Standards. This initial reimbursement of \$400 must be used in the first quarter of employment. Team members will be reimbursed for approved purchases via the expense reimbursement process outlined above. In subsequent fiscal years, employees are eligible for a home office reimbursement of \$200 for approved purchases.

# FREQUENTLY ASKED QUESTIONS

## *Leadership Consultant Candidates*



In addition, there are user licenses available for some Microsoft Office applications as well as Zoom. More information will be provided during onboarding.

### **Do LCs get paid time off or holidays?**

Because of their employment status, LCs are not eligible for paid holidays, vacation, sickness, bereavement, or family leave time. LCs may take unpaid, discretionary leaves of absence to attend to personal and family needs.

### **How does an LC book travel? How is it funded?**

Six weeks from a scheduled onsite delivery date or event, LCs may begin to book travel. For air travel, the preferred method is to book through the online Concur platform through our travel agent, World Travel. The LC's Concur account will be attached to the CLI corporate account, and the airfare will be charged directly to the organization. For lodging and ground transportation, again the preferred method is to book through Concur. LCs then submit charges for reimbursement. LCs also are able to submit reimbursement requests for mileage, should they choose to drive their own vehicle, and meal expenses incurred on the road.

### **How do reimbursements work?**

It is our policy to reimburse team members for reasonable and necessary expenses that are typically related directly to transportation, lodging, and meals. We ask that all team members seek the lowest reasonable expenses and exercise care to be excellent stewards and avoid the appearance of impropriety. Extenuating circumstances should be discussed with the supervisor. All travel must be authorized in advance. For LCs, authorization is considered implicit if it is for an official CLI event or a delivery to which the team member has been assigned. Any out-of-policy travel must be approved by the supervisor or project manager. Upon completion of the trip, and within two weeks, the LC records all expenses as related to specific project account codes on the Expense Reimbursement Form and emails the form along with copies of all referenced receipts to the Controller, copying their supervisor.

### **How often are reimbursements distributed?**

Reimbursement requests including all supporting documentation are due in the Controller's inbox, with immediate supervisor copied, by 12:00 pm EST, on the Monday of the reimbursement week in order to receive reimbursement on the following Friday. If forms are late or incomplete it may result in a reimbursement delay. Reimbursement payments run every other Friday on non-payroll weeks.

### **How does CLI handle conflicts of interest?**

Because of our deep love for the church, many of our team members engage in other activities, including paid work, for the church. Recognizing that there is a potential for conflicts of interest, CLI has in place a policy that defines activity that would constitute a conflict, how to disclose a potential conflict, and a form for providing that disclosure. All team members are required to review the policy and submit a form each year, but supervisors and the People Operations team are always available to help team members assess new opportunities and determine if there could be a conflict.

# FREQUENTLY ASKED QUESTIONS

## *Leadership Consultant Candidates*



### **What are the next steps in the interview process?**

After attending the informational session, you will be sent a link to book a 30-minute interview with the hiring manager, Jenn Fiduccia. If you advance from that interview, you will be invited to the onsite hiring event in Dallas, TX, on either 3/31-4/1 or 4/1-4/2. More information about travel arrangements and the onsite interview process will be included in the invitation. During the week following the onsite hiring event, we will be sending offers of employment to the selected candidates.

### **What is the start date for this round of LCs?**

Leadership Consultants in the 2025 cohort will begin Monday, April 21.