
When You're Personnel Chairman

WHEN YOU'RE PERSONNEL CHAIRMAN
A MANUAL FOR CHAIRMEN AND MEMBERS
OF PERSONNEL COMMITTEES ISSUED BY
THE WOMAN'S AUXILIARY TO THE NATIONAL COUNCIL
281 FOURTH AVENUE • NEW YORK 10, N. Y.

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Price Five Cents

PRINTED IN THE U.S.A.

THIS pamphlet is for chairmen and members of personnel committees and for diocesan and provincial Woman's Auxiliary presidents who are thinking of appointing personnel committees. It supplements the folder *Tell Us About Personnel*.

Personnel Committees are concerned with:

Recruiting of women for full time Church work.

Training prospective workers.

Making scholarships available.

Salary scales, pensions, and conditions of work.

Encouraging and making possible the taking of refresher courses.

Finding the best possible women for Church work is one of the important opportunities facing the Episcopal Church. And everyone can help. Recently several professional Church workers were talking about how they came to enter this work. "*We all spoke of many influences that had a part in it,*" one wrote, "*but for everyone of us it was some person who asked a question at the right time.*" You may be the person to make that suggestion to someone who will make a lasting contribution to the life of the Church at home or overseas.

The need is urgent. People everywhere are in need of God and of the warm and loving fellowship of the Church. Beautiful church buildings and careful planning can accomplish nothing without men and women filled with the Holy Spirit who have accepted a life work of helping people to find God and to grow in His love and service.

Methods OF WORKING _____

HERE are some ways in which a personnel committee may work effectively:

- *Coöperate with existing programs and plans.*
- *Secure your bishop's approval and interest, including a statement that can be used in the diocesan paper, in a letter to the clergy, and elsewhere in your work.*
- *Help the committee to be a committee of experts.* Each member should be thoroughly informed as to the needs for women Church workers, qualifications, training schools, types of work, scholarships available, summer opportunities, pamphlets available. Each one should know thoroughly the report of the National Council Committee on the Training and Employment of Women, *The Church: A Profession for Women*. A list of current pamphlets relating to personnel can be secured from the National Council, 281 Fourth Avenue, New York 10, N. Y. While each member of the committee should know the whole field of personnel, each one may have her own specialty such as social work, young people or college students, interviewing candidates or speaking.
- *Consult as many clergy as you can personally; all by letter. Ask for their advice and counsel, present your plans, and enlist their support. When writing, refer to the bishop's interest in your committee or enclose a letter from him.*

Although not including everything in one letter, remind the clergy of the need for women, tell them of the different training schools and scholarships available, offer to send literature, suggest speakers who can make Church work interesting to young people or to Sunday School classes.

SPEAKERS BUREAU

- *Set up a speakers bureau* of men and women available to talk on recruiting and women's work in the Church. Individuals available for this purpose may be found among the clergy, members of your own personnel committee, heads of training schools, young women now in training schools, visiting Church leaders, missionaries, and Church workers, young people and college students, members of the National Executive Board of the Woman's Auxiliary, college students who have had summer experiences in a mission, settlement, or work camp. Each speaker should be selected for the particular group to which she is to speak. The speaker's effectiveness with a particular age group is more important than her position. It is better to have no speaker than the wrong one. Each committee member will not necessarily be an effective speaker but will make her contribution according to her particular skills and interests in the form of writing, organizing, counselling, or in some other way, possibly speaking.

- *Ask that the subject of Church vocations be presented regularly to:* summer conferences, Sunday Schools, young people's groups, Church day schools, college students, public schools (perhaps through the Council of Church Women or some other interdenominational agency), special tea or

coffee hours for high school or college age groups, diocesan meetings of the clergy and of the Woman's Auxiliary.

- *Make known the concerns of the committee* in every possible way.

WRITTEN PUBLICITY

- *Write articles for diocesan papers* and parish bulletins about the profession of Church work for women, requisite qualifications, specific needs and openings, information about training schools, summer opportunities for college undergraduates, speakers who are coming to the diocese or parish.
- *Send material to the national Church papers* giving information about scholarships you have granted girls, conferences held, and other plans relating to personnel, such as parish or diocesan pension plans.

KINDS OF WORKERS

- *Keep informed as to the immediate needs for missionaries* and Church workers. Periodic lists of missionary vacancies and information concerning needs for directors of religious education are available from the National Council.

Keep on the lookout for specialists such as teachers, nurses, doctors who might be happy to transfer to a Church school or hospital in the mission field, continuing in their own profession. When you find such a person who has made good in her field, tell her about some specific place about which you know where she can combine all her tech-

nical skill with her religious interest. Often such individuals do not offer themselves because no one has ever presented the idea to them. Finding them will depend upon members of personnel committees. It is important, however, at the same time to remind such candidates that each person is considered by the national office on her individual merits in relation to the specific piece of work under consideration, after references have been completed and a thorough medical examination passed. Final judgment is, of course, left to the bishop concerned and the officers and committees of the National Council. The National Executive Board of the Woman's Auxiliary also must approve women candidates before their appointments are completed.

The specialists just referred to will continue in their own professions, under Church auspices, with more opportunity than in the secular world to give expression to their own religious beliefs.

It is also valuable to be on the lookout for women under thirty-five established in their business or profession who may prefer to change their profession and serve the Church as Professional Women Church Workers. Though happy and successful in teaching or selling insurance, there is an occasional woman who would prefer, if the idea were suggested to her, to combine more closely her deepest interest, the Church, with her career. She may respond to the idea of bringing all her experience with her and taking some special Church training to prepare herself to do religious education. But endeavor to make sure that such a person changing her profession, perhaps between the ages of twenty-five and thirty-five, is being drawn toward the Church and not fleeing from something.

But the core of recruiting will be done among young people and college students who have not yet started their careers. Spot exceptionally fine girls in these groups and see that Church work is presented to them.

VOCATIONAL GUIDANCE

- *Offer all the vocational guidance that you can.* Help a girl to think out her real desires, interests, and qualifications in relation to the types of positions existing in the Church, the qualifications needed, and training required. You can discover something of her seriousness and her conception of Church work by her willingness to give the necessary time to prepare for it. At the appropriate point, tell her about the different training schools. She, of course, will consider what her friends and advisers think. Ask her about her extra-curricular activities in college and school. Do they indicate that she has a normal broad interest in things outside the Church? Do they indicate that she has some natural leadership and ability to work easily with people? What did she learn from any summer experience about her interest in Church work and her aptitude for it?

In certain instances, you will want to offer additional specialized help from someone having access to testing facilities who has had special training in social work, counselling, or vocational guidance. If possible have such a person as a member of the committee or as a consultant.

SCHOLARSHIP AID

- *Offer one or two scholarships* to college undergraduates for summer experiences in missions, settlements, or work camps, as a means of interesting girls in Church work and

of testing their suitability. There ought to be twenty-five applicants in a diocese for the one or two diocesan scholarship offered. But letters alone will not accomplish this. It will only come about as the result of personal contacts and visits to college chaplains and women workers, recruiting through parishes from which girls have gone to college, writing articles for diocesan papers, talking to meetings of the clergy and Woman's Auxiliary. A new list of such opportunities is available every year from the Personnel Secretary of the Woman's Auxiliary.

While there are national scholarships available as listed in *Tell Us About Personnel*, it is helpful to have some diocesan scholarship funds which may be used for several purposes:

For summer work.

For graduate training, supplementing a national scholarship or what a girl has herself. In making scholarship stipulations in a diocese, it is most helpful if a girl can be left free to accept the position on completion of her training which seems to meet best her particular skills, new interests, and qualifications in the light of the particular needs of the moment. Of course, it is natural to ask her to give full consideration to any needs in her own diocese.

For undergraduate work where a small amount of money will give the needed encouragement and financial aid to enable a girl interested in Church work to finish college. National scholarships are not available for undergraduate work.

VOCATIONAL CONFERENCES

- *Suggest or help with parish, diocesan, or provincial vocational conferences* for young people or college students. These conferences offer one of the best means of interesting carefully selected women who have never thought of Church work. But if setting up a vocational conference for the first time, it is important to consult someone who already has had experience with this type of conference. Help or suggestions of people who could help may be had by writing the Personnel Secretary of the Woman's Auxiliary, 281 Fourth Avenue, New York 10, N. Y.
- *Know personally the professional women workers, including missionaries, in your diocese or missionary district.* Find out if a pension plan has been started for them as recommended by the National Council. In many instances, except for those serving under the National Council, workers have no pension protection. If there is no pension or insurance plan, can anything be done to see that one is established? Are living conditions adequate? Are the workers invited to people's homes for social functions and not just for meetings?
- *Work closely with the Woman's Auxiliary officer* who keeps in touch with missionaries who have gone out from your diocese. She well may be a member of your committee.

Procedure TO FOLLOW WITH AN INDIVIDUAL GIRL

WHEN you find a girl interested in Church work, make sure that she talks with her own rector or college chaplain.

Tell her about the various types of work and the needs.

Advise her of the type of person needed, with the inevitably high qualifications necessary for such important and difficult work.

Give her pamphlets about Church work.

When ready for it, tell her about the Church training schools, and give her pamphlets about them. Assure her that she does not need to know just what type of work in religious education she will do until she completes her training.

Suggest that she spend one or more of her college summer vacations trying out her vocation by working in some mission or settlement or parish under careful supervision.

At the appropriate time after working with her, put her in touch with the Personnel Secretary of the Woman's Auxiliary or the Director of the Office of Church Vocations.

When a girl is thinking of Church work or has made her decision to enter this field, it has proved to be wise not to have discussions about the individual girl in an Auxiliary meeting. While a girl interested in Church work may help in recruiting, be careful that she is not lionized and not put on a pedestal to such an extent that it would be difficult for her to change her plans if she should desire to do so.

The Chairman OF THE PERSONNEL COMMITTEE _____

THE personnel chairman should be carefully selected and appointed. She should be an alert person with an understanding of the modern needs and opportunities of the Church. She needs to see Church work as a profession comparable to that of medicine, social work, or education. She must be aware that girls ought to prove their suitability to Church work rather than be encouraged on the basis of their own desire only. Personal desire without any objective appraisal is not enough, and many mistakes have been made that have been detrimental to the well being and happiness of the girl herself as well as to the Church.

The chairman should be young enough, at least in spirit, to have some understanding of young people. The work of the personnel chairman should never be simply appended to some other office. Where there is real interest, a keen awareness of the need, and the right kind of person to assume the leadership, a diocesan personnel committee can be of tremendous help. But until these factors are present, it is better to postpone the appointment of a committee.

The chairman must have imagination to plan the work, and organizing ability to carry out a plan through a functioning committee. Patience will be needed, especially as tangible results may not be seen for some time. Recruiting will continue to be an important part of the routine work of youth and college workers. But if the supplementary activities of a Woman's Auxiliary personnel committee means

the finding of one new able recruit within five or even ten years, the committee will have more than justified its existence. Meanwhile the committee will have done an important piece of work, educating people in the diocese about the needs and opportunities for work in the Church, training and training schools, qualifications for Church work, and other personnel matters.

The Function OF A PROVINCIAL PER- SONNEL CHAIRMAN _____

A PROVINCIAL personnel chairman will:

- ASSIST with the appointment of diocesan personnel chairmen, advising and helping in finding the right women.
- ASSIST in the education and training of diocesan personnel chairmen by correspondence, visits, and by occasional conferences and talks or workshops at provincial synods.
- BE READY to help the college commission or provincial college worker with vocational conferences.
- ROUTE speakers who come into the province, informing diocesan personnel chairmen, college workers, or youth leaders about them.

The Kind OF COMMITTEE RECOM-
MENDED _____

MEMBERS of personnel committees are sometimes appointed by convocations or in some other way which will give a wide geographical distribution. A committee so appointed has certain advantages if just the right members can be found in each area. But often the work will seem too intangible and difficult to take hold of, with resulting feelings of frustration. Therefore a functional committee has usually proved to be more satisfactory, with representation from the young people including the Girls' Friendly Society and the Daughters of the King, religious education, college work, and social work. It is wise to include social work. It is a field closely allied to professional Church work (religious education) and often confused with it. There also are social work positions in the Church, and a social worker usually has special gifts in counselling and vocational guidance. These points will be covered and others added if the social worker also is serving under Church auspices. If working for the Episcopal Service for Youth, she can present the needs and opportunities of an agency employing a considerable number of case workers.

While not a must, the office of provincial personnel chairman has proved to be extremely useful in the planning and coördination of diocesan committees.

Parish PERSONNEL CHAIRMEN ARE
NOT GENERALLY RECOMMENDED _____

THE appointment of parish personnel chairmen is not recommended. A sense of vagueness about the character of the task to be done and the ways of doing it may give a parish chairman a real feeling of frustration. Only where the diocesan personnel officer can meet and train them should carefully selected parish personnel chairmen be appointed. This list of suggestions for the parish chairman is therefore made:

Arouse interest through the whole parish in the Church as a profession for women and in missionaries and other workers already serving the Church.

Ask the rector to present Church work as a vocation for women when he preaches on the ministry.

Devise ways, in consultation with the rector, of seeing that Church work is presented to children in the Church school. Consider the use of speakers, film strips, and moving pictures.

Try to find for the rector able and attractive speakers, such as visiting missionaries, suitable to various age groups including Church school, older young people, or college students who might prepare themselves to talk on missionary work.

Ask the rector to include information in the parish bulletin regarding training schools, summer opportunities, types of women needed, and specific positions open in the mission field.

Spot and scout out outstanding individuals and find the right person to present Church work to them.

Pray that the right young people in the parish will offer themselves.

Pray for individuals. Ask that prayers for recruits be included in Church school and church, in young people's and women's groups.

THE OFFICE OF CHURCH VOCATIONS

THE Office of Church Vocations of the National Council is the center of recruiting for work in the Episcopal Church. It is the office through which women workers and employers can find one another and where girls interested in Church work may secure vocational guidance related to Church work. The Woman's Auxiliary Personnel Officer is part of this office.

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