



**national
healthy marriage
resource center**

Hiring Marriage Educators for Your Healthy Marriage Program

How-To Guide

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Marriage education is available to a large number of couples and individuals across the United States, due in part to the authorization of federal funds supporting state and local healthy marriage activities. There are more than 300 programs funded through public dollars to deliver relationship education and related services to youth and adults. A key to program success is who is leading these marriage

education workshops. Workshop facilitators and marriage educators are the face and heartbeat of each program. They are responsible for delivering a quality product in an effective and engaging manner. How well facilitator(s) accomplish this directly influences program credibility, participation, retention and impact. Taking time to select the right facilitator(s) is a crucial part of being a program administrator.

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Many factors influence how you hire facilitators. For example, your budget, timeline, community and curriculum are all relevant to the hiring process. This guide highlights some key issues for consideration and provides sample job descriptions, contract language and application forms to support recruitment of effective marriage educators.

Know What You Need

Curriculum Determines Instructor Needs

A variety of marriage education curricula exist. They vary by the cost of implementation, program design (didactic versus interactive), and appropriateness for your target audience. Another important variation is the curriculum's requirements for "teaching." Requirements for training facilitators vary across curricula, ranging from intense three-day to four-day certification trainings with teach-back session or videotaping requirements, to teach-out-of-the-box (TOOB) programs utilizing DVDs that instruct facilitators how to present the material.



Professionals Versus Lay People

Some curricula are designed to be delivered by professionals whereas others are structured to be taught by "anyone." Although not "anyone" can facilitate (or teach) effectively, there are different attributes to consider when hiring professionals in the field of family/social services compared to lay people.

Professionals may include social workers, licensed counselors, child and family therapists, or others with an advanced degree related to education or family life. In addition to a commitment to caring about people and families, professionals provide a more formal approach to their instruction, combining theory and practice. They also have knowledge and expertise in family systems.

Lay people can represent any career and generally bring a high level of commitment to the program and a passion for helping couples strengthen their marriage. They may connect well with your target audience through life experiences and a down-to-earth presence. They may or may not have received formal training on facilitation and may be less familiar with boundaries.

Teacher or Facilitator

Based on the needs of your target audience and the curriculum, you should consider if you want a teacher or a facilitator. Throughout this guide, these terms are used interchangeably; however, they are distinct. A teacher is typically viewed as an expert whose job is to impart knowledge on his or her students. This model may work well with younger audiences and in certain cultures. In contrast, a facilitator's role is to manage dialogue and group dynamics. This model encourages group involvement and direction. Potential workshop leaders are likely to have a tendency toward one style or the other.

Determine Who You Need

All facilitators, regardless if they are full-time staff or unpaid volunteers, need to be trained and overseen for quality control. Candidates should be informed during the hiring process of the standards and expectations for the position. They should be aware that ongoing training will be expected, and that participant feedback and evaluation will be conducted periodically. This quality control is necessary for program success.

Staff, Subcontractor or Volunteer

Once a decision has been made regarding delivery of your marriage curriculum—professionals or lay people—there are three options from which to pursue filling the workshop facilitator position: staff, subcontractor or volunteer. There are advantages and disadvantage to each model. All facilitators, regardless if they are full-time staff or unpaid volunteers, need to be trained and overseen for quality control.

Candidates should be informed during the hiring process of the standards and expectations for the position. They should be aware that ongoing training will be expected, and that participant feedback and evaluation will be conducted periodically. This quality control is necessary for program success. The following table will help you determine which strategy will work best given your budget, curriculum and overall strategic plan for reaching your target audience(s).

Staff, Subcontractor and Volunteer Characteristics

Type	Advantages	Disadvantages	Unique Benefits
Staff	<ul style="list-style-type: none"> ✓ Overall knowledge of program requirements, and can easily be made aware of new changes through staff meetings ✓ Regular compensation and a consistent work schedule increase the likelihood of your facilitators arriving on time for all scheduled workshops 	<ul style="list-style-type: none"> ✓ Employed facilitators may face challenges in the flexibility of schedules as workshops generally occur during evenings and weekends ✓ If staff are teaching frequently and have other job responsibilities, burnout may occur 	<ul style="list-style-type: none"> ✓ More likely to believe in overall program goals and organizational mission
Subcontractor	<ul style="list-style-type: none"> ✓ Contractors are committed to specific tasks and responsibilities ✓ Can be replaced if not meeting contract requirements ✓ Have high level of expertise or specialized skill set 	<ul style="list-style-type: none"> ✓ May not stay involved in program ✓ Limited knowledge of overall program requirements ✓ Limited number of individuals who meet criteria 	<ul style="list-style-type: none"> ✓ Knowledge and experience level that program could not afford with full-time employee ✓ Can add instant credibility to a new program based on his or her reputation <p>Success and accountability of contractor will help to determine contract renewal</p>
Volunteer	<ul style="list-style-type: none"> ✓ Motivated by something other than monetary compensation ✓ Can train on a large scale in a cost-effective manner in order to account for inevitable drop-off or lack of productivity 	<ul style="list-style-type: none"> ✓ Reliability and dependability can become issues because of volunteer status ✓ Requires staff oversight and policies just like traditional staff, but enforcement is a challenge 	<ul style="list-style-type: none"> ✓ Volunteer who is passionate about helping couples to strengthen their marriage is priceless

Characteristics of a Marriage Educator

You cannot get a sense of an individual's personality by reviewing his or her resume.

Effective marriage educators display a passion for helping couples be more successful in their relationships. This passion should be accompanied by solid leadership skills, a genuine and engaging delivery style, a propensity to model humility, and recognition that their skills are a work in progress.

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While some facilitator skills and abilities can be refined over time, core values, cultural influences and life experiences are unlikely to change. These are important criteria when matched up against those of the target audience receiving the marriage education. An effective facilitator will connect with the target audience on many levels. Below is a list of other considerations when hiring a marriage educator:

- **Emotionally stable/healthy attitude about marriage/relationships:** The facilitator's own marital status is less important than how they handle their own issues, and how their personal views toward marriage and relationships are relayed.
- **Flexible and skilled facilitator:** The facilitator can effectively adapt and incorporate different teaching styles to meet the needs of the audience.
- **Believable:** The facilitator is not just able to share information but can speak to the effectiveness of the skills being taught. It is always helpful if the facilitator has personally "walked the talk!" This is where personal experience will help the individual establish credibility with participants.
- **Observant:** The facilitator is able to notice the attitude and emotional state of workshop participants so that timely, sensitive and effective strategies can be employed.
- **Committed:** The facilitator is dedicated to achieving the overall goals of your healthy marriage initiative.

Considerations When Hiring

Where to Find People

Recruit volunteer workshop leaders through organizations that are well established in the community. This will bring greater credibility to your program. You can partner with organizations to build your network of facilitators. Consider searching the following areas:

- Faith-based organizations, including local churches and coalitions or ministries
- Private, non-profit and government entities dedicated to strengthening families
- University professors involved in marriage and family therapy programs

Hire staff or recruit (paid) workshop leaders by placing free advertisements in church bulletins or community

organization newsletters, or on job boards at local colleges with marriage/family therapy programs.

Additional Considerations When Hiring Facilitators

- Will your audience be better served by a male/female dyad?
 - If so, how well would the potential team work together?
 - How would they complement each other?
 - Do you want to use a married couple as co-facilitators?
- What is the income level and education level of your target audience?
 - Have your facilitators had direct experience working with individuals and families within this socioeconomic bracket?
 - Do the facilitators have the necessary skills to connect with this audience?
- Are there segments of your target audience who require workshops to be delivered in another language?
 - Is there an existing translation of the curriculum in that language?
 - Do you have a pool of potential facilitators to conduct workshops in this preferred language?
 - How skilled are facilitators in relating culturally to this audience?
- How does the facilitator engage an audience?
 - Does he or she rely on statistics and data to tell a story?
 - Does he or she rely on all anecdotes to make a point?
 - Is he or she creative?
 - Is he or she funny?
- What “tools” is the facilitator comfortable using?
 - Computer/PowerPoint?
 - Music?
 - Video clips (from television or movies)?
 - Cartoons?
 - Book excerpts?
 - What life experiences does the facilitator bring to the position?
 - Can he or she maintain proper boundaries?
 - How well does he or she tell relevant stories?

The following appendices offer examples to aid in the search and the hiring process for marriage facilitators.

These include:

- **Appendix 1:** Sample Job Advertisement
- **Appendix 2:** Sample Job Description
- **Appendix 3:** Sample Contractor Application
- **Appendix 4:** Sample Facilitator/ Volunteer Guidelines and Application
- **Appendix 5:** Sample Workshop Leader Application
- **Appendix 6:** Sample Interview Questions
- **Appendix 7:** First Sample Contractual Services Agreement
- **Appendix 8:** Second Sample Contractual Services Agreement

• **Appendix 9:** Topics for Facilitator Memorandum of Understanding (MOU)

Having the right tools to recruit marriage educators and contract with or hire them is essential. Each community/program is unique, and additional things may need to be taken into consideration such as access to a vehicle, willingness to submit to a background check, or other hiring requirements as determined by your organization. Hopefully these tools will provide you with the language and structure you need to hire effective workshop leaders.

Special thanks to the El Paso Center for Children, Weld County Building Healthy Marriages Program, the Texas Health and Human Services Commission Twogether in Texas Program, the Oklahoma Marriage Initiative, and Catholic Charities of Wichita Marriage for Keeps Program for their contributions to this How to Guide. This How to Guide was developed with input from professionals in the field of marriage education. Contributing authors include Courtney Harrison, Kendy Cox and Ervin Lucero, with research support from Rhonda Colbert. This is a product of the National Healthy Marriage Resource Center, led by co-directors Mary Myrick, APR, and Jeanette Hercik, Ph.D., and project manager Patrick Patterson, MSW, MPH.

Appendix 1: Sample Job Advertisement

(provided by Catholic Charities of Wichita Marriage for Keeps Program)

SAMPLE **JOB OPENING**

SOCIAL SERVICES:

Workshop Facilitator – PT w/some evening and weekend hours: Seeking organized, detail-oriented professional to prepare for and co-teach [XXX] curriculum to group participants. Maintain attendance, case notes and materials for all trainings. Be knowledgeable of community resources and provide and track referrals as needed. Undergrad degree in social work or marriage and family counseling; knowledge or experience working with domestic violence required. Fluency in Spanish a plus. Must have good oral and written communication skills with proficient computer skills and database experience. Submit application with references and salary requirements by [date] to [organization name/address].

SAMPLE **JOB OPENING**

SOCIAL SERVICES:

Workshop Facilitator – Part time/Contract w/some eve. and wknd hours: Seeking organized, detail-oriented professional to teach marriage/relationship education curriculum. Degree in SW or marriage/family counseling preferred; knowledge of domestic violence and Spanish speaking a plus. Must have good public speaking/training and communication skills with proficient computer and database experience. Submit application with references and salary requirements by [date] to [organization name/address].

Appendix 2: Sample Job Description

(provided by Public Strategies, Inc. Family Expectations Program)

SAMPLE

JOB DESCRIPTION

Marriage Educators

FLSA Status: Non-Exempt

Reports To: Workshop Manager

Position Summary

These individuals will co-facilitate workshops, reunion classes and extended activities, and facilitate some coaching sessions. This is a part-time position to facilitate the curriculum on weekends and evenings. These co-facilitators will be hired based on their ability to demonstrate excellent presentation and people skills and a willingness to lead dynamic workshops. They report directly to the Workshop Manager.

Essential Job Functions

- Lead dynamic workshops for [program name] couples.
- Attendance and participation at monthly Marriage Education planning meetings and additional training sessions as needed.
- Maintain workshop data, including attendance rosters, program support distribution, evaluations and other reporting documents as needed.
- Co-facilitate [curriculum], extended activities and reunion workshops.
- Aid in program growth by providing feedback to Workshop Manager on couples' responses to the program.
- Encourage couples to seek "one-on-one" sessions with their Family Support Coordinator and provide referrals to the Family Support Coordinators as needed.
- Other duties as assigned.

Education/Training

Bachelors Degree in Sociology, Psychology, Marriage and Family Studies, or equivalent required. Masters degree preferred.

Licensure/Certification

Must maintain a valid driver's license, current vehicle registration and insurance and have ready access to a personal vehicle.

Experience

Prior experience in public speaking and good presentation skills required.

Special Requirements

Ability to work flexible hours

Essential Physical Requirements

Sufficient mobility and strength to move about the facility. Ability to drive and be frequently mobile throughout the community.

I am able to perform all functions of the job as explained on the job description. At this time I do not require any special accommodation's to perform the essential functions of this job.

I am unable to perform the functions of this job and will need to request a reasonable accommodation with Human Resources.

Employee Signature

Date

Approval Signatures

(1) <i>Administrator</i>	Date
Human Resources	Date
COO/CFO	Date

Acknowledgement Signatures

(2) <i>Department Manager</i>	Date
Print Team Member	Date
(3) <i>Team Member Signature</i>	Date

The above statements are intended to describe the general nature and level of work being performed. They are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of personnel so classified.

Appendix 3:
Sample Contractor Application

(provided by El Paso Center for Children)

SAMPLE

INDEPENDENT CONTRACTOR APPLICATION

Thank you for your interest in providing services to the [program name]. To do so, you will be contracting on an event-by-event basis with [organization], managing the program. Please complete this application according to the following directions:

1. Print legibly with ink.
2. Submit your completed application in person at [address], be prepared for an interview, bring your Driver's License and Social Security card (for the purposes of criminal records checks, verification of authorization to work in the United States, and annual 1099s) with the following inclusions:
 - A. A brief written explanation (no more than 300 words) of why you are interested in working with this program
 - B. A letter of recommendation from a professional colleague, teacher or clergy person who is not a family relation that attests to your interest in building healthy marriages, and your abilities to facilitate interactive groups, make public presentations and relate cross-culturally
3. **Call or email [contact person] if you have any questions.**

Full Name _____

Last

First

Middle

Address _____

Street

State

Zip

City

Home Phone _____ Work Phone _____ Cell Phone _____

Email _____ Social Security # _____

Driver's License: Number _____ State of Issue _____ Expiration Date _____

What is your highest level of education? _____

Please list any professional certifications, designations and/or licenses that you possess: _____

Please check your Yes or No answers to the following questions:

Yes No

- Do you agree to work as an Independent Contractor without any employment benefits or any expectations of becoming an employee of [organization name]?
- Do you give [organization name] your permission to conduct a Criminal Background Check with the [local Bureau of Investigation]?
- If contracted, will you conduct as many as four marriage education events for this program as described in the accompanying information sheet?
- Are you bilingual, English and Spanish?

By your signature below, you affirm the truth of all you have written in this application.

Signature

Date

Appendix 4: Sample Facilitator/ Volunteer Guideline and Application

(provided by the HHSC Twogether in Texas program).

SAMPLE

WORKSHOP FACILITATOR GUIDELINES

[Organization name] is pleased to offer marriage education training to a variety of service volunteers across our state. The goal of the [XXX] curriculum is to help couples prepare for marriage and/or enrich their marriage. We are excited about your participation in this effort. **Since our goals are very specific, we are limiting registration to those who can demonstrate ready access to our priority population of [target audience].** *[Organization name]* provides training to you *free of charge*. As marriage education workshop facilitator trainings typically cost hundreds of dollars in the open market...this is a significant financial investment on our part.

Please understand that as a *[organization name]* Workshop Facilitator you are agreeing to the following:

1. **Attend all training sessions.** If selected, you will attend an [X] day instructor training. You must attend the entire training session in order to be considered qualified to deliver the [XXX] curriculum. Should you not attend the complete training, you will not be recognized as an instructor and you may be responsible for your training cost. (Exceptions can be made for serious illness and family emergencies.) Further, you will be required to attend at least [X] meetings on topics such as recognizing and responding to domestic violence.
2. **Use the training as soon as possible.** *[Organization name]* requests that you deliver your first workshop within [XX] days of completing the training. Each instructor is expected to deliver the curriculum in a group format (not one-on-one), free of charge and according to the training plan submitted with your application. To get started, you may want to work with a smaller group of couples (i.e. 5 – 6 couples) or begin by coaching/ assisting another workshop leader to become more comfortable with the curriculum.
3. **Workshop materials.** You will be provided with workshop materials (such as couples books and recruitment materials). If you have not delivered a workshop within [XX] months of your request for materials, however, *[organization name]* reserves the right to request the return of all [XXX] curriculum materials.
4. **Use the training as often as possible.** While there is no minimum requirement as to the number of times you must deliver the curriculum, *[organization name]* requests that you deliver at least [XX] workshops annually in your designated geographic area. This will be in accordance to the training plan submitted with your application.
5. **Communicate with us.** Your coordinator is *[insert name]* and can be reached at *[insert contact info]*. (S)

He will provide you with technical assistance and ongoing consulting support in delivering services. (S)
He is your link to the [organization name] project, and you are encouraged to contact her or him to answer questions, order workshop materials, enhance facilitation techniques, etc. (S)He will also provide you with the required reporting forms to be completed following each workshop. *Workshop reporting forms must be submitted within [XX] working days of the workshop completion.*

6. Permit a [organization name] staff person to attend a portion of your workshop. The information and concepts in the [XXX] curriculum have been evaluated and shown to be effective, assuming proper delivery. Maintaining the fidelity of these concepts is paramount. To that end, [organization name] staff plans to observe each instructor as they deliver a portion of the curriculum. Your coordinator will schedule this visit with you when you schedule your first workshop.

7. Recruit a co-leader. To effectively deliver workshops to couples, [organization name] strongly encourages co-facilitation. Co-leaders or co-facilitators may indicate on their application the intention to co-lead with a previously trained [XXX] curriculum instructor, or that you would like to attend a training with a potential co-leader.

8. Recruiting couples. As a workshop leader, you will be expected to identify couples who will attend marriage education workshops. You will be asked to demonstrate ongoing access to [target audience] who are likely to participate in [organization name] services.

THANK YOU! It is our volunteers that make us successful. Everyone leads busy lives, and taking the time to get trained and deliver marriage education is an investment on your part. We want to invest in *you* by offering [XXX] curriculum training and supporting your workshop delivery activities. We know that it is your passion and willingness to give to your community that supports the future success of the [organization name].

Statement of Agreement (required)

I have read the Workshop Facilitator Guidelines and, if selected as a [organization name] volunteer workshop facilitator, I agree to complete the entire training, deliver healthy marriage workshops to couples, communicate with your coordinator and follow through with the aforementioned guidelines.

Please Print:

Name: _____

Date: _____

Signature: _____

For [organization name] Use Only:

This workshop leader has been **approved** not **approved**.

Signature: _____

Date: _____

For Approved Applicants:

The Training Dates/Location: _____

We will cover travel expenses to include: _____

I received and **approved** the workshop implementation plan.

I received but **did not approve** the workshop implementation plan. A follow-up plan is due:
_____.

5. **How** will you deliver workshops? (Please provide your intention to offer at least 8 hours of marriage education through weekly one- or two-hour sessions, two consecutive days, etc.)

6. **What** strategy will you use to recruit couples to your workshop? If your program/agency already serves the priority population, please be specific about whether these new classes will be mandatory or voluntary and how you will ensure adequate participation.

7. **If you are delivering the workshops through your employer**, please tell us about your agency or program and the general demographics of the population to whom the services would be delivered. Describe how this curriculum would be integrated into your existing programs.

Thank you for your application.

Please return to:

**[Contact Name
Address
Fax/Phone/Email]**

Appendix 6: Sample Interview Questions

(provided by Public Strategies, Inc. Family Expectations Program)

SAMPLE

Interview Questions for Marriage Educators

1. Tell us about yourself.
2. How much do you know about our company and program?
3. How did you hear about this opening and what encouraged you to apply?
4. What interests you about this position?
5. Have you ever taught from a set curriculum?
6. How would you describe your teaching style?
7. Have you ever worked with low-income or diverse populations?
8. Describe your public speaking skills or experience.
9. What was your most recent or favorite presentation?
10. How do you make your presentations exciting?
11. What role do you normally take on a team?
12. Are you an advocate for marriage?
13. What do you like to do during your free time?
14. What was the most recent book you read?
15. What is your favorite joke?
16. Where did you go on your last vacation?
17. Attendance is important in our program. What ideas do you have to encourage couples to return each week?
18. You are facilitating a workshop and notice that one couple is sitting in the back of the classroom and not participating. What methods would you use to engage this couple?
19. One couple approaches you after class and says marriage is not an option for them. How would you respond to this couple?
20. One couple in your group discusses very personal issues during a session. How would you maintain appropriate group dynamics in this situation?
21. *This question should be used for candidates with a strong faith-based background:* I noticed that you have a strong faith-based background; since this is a government-funded program, how would you separate your religious beliefs from the curriculum?

This material is for general information purposes only. It does not constitute legal advice and should not be relied upon as legal advice.

Appendix 7: First Sample Contractual Services Agreement

(provided by El Paso Center for Children)

[Marriage Education Program Name] Contractual Services Agreement

2. Parties

This Agreement is made between [the Center], and _____, (the Contractor).

3. Authority

The Center has entered into Agreements [the Prime Contracts] with [the Payers] for the provision of marriage training and related support services to eligible [target audience]. Subject to the approval of the Payers, the Center may contract with other organizations and individuals to provide those services.

The purpose of this Agreement is to define the scope of the Contractor's services and the agreed upon compensation for those services, and to ensure the Contractor's compliance with the terms and conditions of the Prime Contract that apply equally to the Center and its Contractors.

4. Prime Contract Terms

Contractor agrees to abide by all the terms and conditions of the Prime Contracts between the Center and the Payers, copy of which are attached and incorporated by reference into this Agreement.

5. Terms and Scope of Services

The Contractor agrees to provide marriage training and related services for groups of [target audience] whose eligibility has been approved by the Program Director. The Contractor further certifies that he or she has received and agreed to comply with the Center's Drug Free Workplace policies regardless of the setting in which marriage classes may be held.

The Contractor's primary duties include:

- Working with a co-leader to prepare necessary lesson plans and carry out other pre-training preparations for each scheduled class or event.
- Presenting the marriage training program to groups of [number of people and description of target audience], ensuring an appropriate mix of fidelity to the training model and culturally competent response to the participant's reactions and feedback.
- Participating in scheduled instructional team meetings and supervisory conferences.
- Maintaining required training event and participation records and preparing periodic reports on the curriculum, supporting materials, participant performance, participation levels and outcomes.
- Working in collaboration with the [local domestic violence partner] to ensure appropriate training in family safety issues and awareness in detecting problems in relation to this.

- Providing opportunities to obtain both formal and informal feedback from participants to assess appropriateness/satisfaction of materials, settings, presentations, etc.

6. Qualifications

Prior to the execution of this Agreement, Contractor must agree to undergo Criminal Background and Child Abuse Registry checks. Additional qualifications include:

- A Bachelor’s Degree in Psychology, Guidance and Counseling or a related field and experience in marriage training or marriage and family therapy; or, an equivalent combination of training and experience.
- Completion of [curriculum] training prior to conducting marriage training classes.
- Ability to read, write and speak both English and Spanish.
- Ability to motivate, empathize and be non-judgmental, as well as an understanding of the needs of the economically disadvantaged, and of the possible limitations in language and education.
- Ability to lead group interactions to get appropriate participation from all members of the group.

Completion of training for infant and adult CPR, First Aid, Managing Aggressive Behavior (MAB) and orientation to the Center’s policies on serious incident management and reporting are highly recommended. Training in domestic violence is required.

7. Payment Terms

The Contractor agrees to bill the Center for the actual hours of classroom instruction, team meetings and supervisory conferences at the rate of [\$50] per hour, and at a rate of [\$100] for a [2-hour] class and [one hour] for prep and paperwork completion. The Contractor further agrees not to bill the children’s biological parents or managing conservators for any part of the cost of those services.

8. Amendment and Termination

This Subcontract may be amended from time to time by written agreement of the parties. Either party may terminate this Agreement by giving 30 days written notice to the other party. In the event of termination by either party, Contractor agrees to cooperate in the timely transfer of active clients’ clinical records to the Center, in accordance with applicable laws and regulations governing the confidentiality of such records.

9. EFFECTIVE DATES

This Agreement will become effective on the date of execution and will remain in effect until terminated as provided for above.

In Witness Whereof, the parties have executed this Agreement on the _____ day of _____, 20_____.

For the Contractor:

By _____

For the Center:

By _____

Program Director

By _____

Executive Director

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Appendix 8:
Second Sample Contractual Services Agreement

(provided by Weld County Building Healthy Marriages Program)

SAMPLE
INDEPENDENT CONTRACTOR
AGREEMENT

AGREEMENT, dated _____, _____, 20____, between [ORGANIZATION] (hereinafter “the Corporation”) and _____
(hereinafter “the Independent Contractor”), Social Security # _____

1. **EMPLOYMENT.** The Corporation shall employ the Independent Contractor, and the Independent Contractor shall serve the Corporation upon the terms and conditions hereinafter set forth.

2. **TERM AND EXTENSION.** Services by the Independent Contractor shall commence on the date this agreement is signed and shall continue to and including the completion of any and all marriage initiative conferences, seminars or workshops as herein agreed or until ten (10) days written notice of cancellation by the Independent Contractor to the Corporation, or by any officer or director of the Corporation to the Independent Contractor.

3. **DUTIES.** During the period of employment, the Independent Contractor shall serve the Corporation as follows: beginning on the day of this AGREEMENT as dated, the Independent Contractor shall for the [PROGRAM NAME] occasionally facilitate Marriage Education Seminars or Marriage Enrichment Weekends as a Marriage Educator or Coach as well as provide any marriage coaching for which qualified as determined by the Corporation on an event-by-event basis as scheduled by mutual agreement with the Corporation thru September 30, 2011. Within the limitation above provided, the Independent Contractor will render such other advisory services in connection with the noted duties as may be requested from time to time by the officers or directors of the Corporation, without further compensation other than that for which provision is made in this Agreement.

4. **COMPENSATION.** The Corporation shall pay to the Independent Contractor for the services herein agreed sums in the aggregate amounting to not less than [\$50.00 nor more than \$500.00] per event plus qualified and approved expenses that are documented and claimed by receipts, and documented business mileage at the prevailing rate per mile. All such sums will be payable upon completion of the duties herein agreed by the end of the month in which completed.

5. **INDEMNIFICATION AND HOLD HARMLESS PROVISION.** The Independent Contractor agrees hereby

to indemnify and hold harmless the Corporation from any and all claims by the Independent Contractor, which may arise out of and in the course of the performance of the duties hereunder. Any and all claims for unemployment benefits and or claims for workers' compensation benefits are hereby expressly waived by the Independent Contractor who agrees to maintain separate policies of insurances as may be necessary or required in connection with the performance of the duties herein.

INDEPENDENT CONTRACTOR AGREEMENT

Dated _____, _____, 20____

6. PROFESSIONAL RESPONSIBILITY. The Independent Contractor agrees to participate in Corporation provided training in and to abide by the provisions of [insert provisions such as funder guidance, Domestic Violence Protocols, mandatory reporting requirements and quarterly professional development]. Nothing in this Agreement shall be construed, however, to interfere with or otherwise affect the rendering of services by the Independent Contractor in accordance with the Independent Contractor's own professional judgment. The Independent Contractor shall perform services in a good, ethical and upright manner and affirms by presentation of appropriate identification that he or she is a lawful citizen of the United States. By his or her signature below, the Independent Contractor also gives the Corporation permission to conduct a Bureau of Investigation Criminal History Record Check, a copy of which will be made available to the Independent Contractor at his/her request.

7. RELATIONSHIP BETWEEN PARTIES. The Independent Contractor is employed by the Corporation only for the purposes and to the extent set forth in this Agreement. The Independent Contractor's relation to the Corporation shall, during the period of employment and services hereunder, be that of an INDEPENDENT CONTRACTOR. The Independent Contractor shall not be considered as having an employee status or as being entitled to participate in any plans, arrangements, or distributions by the Corporation pertaining to or in connection with any insurance, pension, salary or any other benefits whatsoever for their regular employees. The INDEPENDENT CONTRACTOR is solely responsible for the payment of any and all of his or her applicable federal, state and local taxes. The Corporation is only obliged for those purposes to provide if necessary an annual IRS Form 1099 to the Contractor.

8. DISPUTE RESOLUTION. The Independent Contractor and the Corporation agree that any dispute arising from or related to this agreement shall be settled by mediation and, if necessary, legally binding arbitration.

9. ENTIRE AGREEMENT. The within agreement shall be construed in accordance with Colorado law and shall constitute the entire Agreement between the parties.

Corporation:

Independent Contractor:

Signature

Date

Signature

Date

Title

Appendix 9: **Topics for Facilitator Memorandum of Understanding (MOU)**

A Memorandum of Understanding (or MOU) is a document describing an agreement between parties. It is a tool which can be used to outline the roles and responsibilities of a workshop facilitator and an organization. The content of a MOU will vary by organization. The goal, however, is to set clear expectations for both parties. Most programs choose to execute an MOU prior to training/hiring a marriage educator. These tools may be developed in consultation with legal guidance, as required in your organization. Your organization may already use standard language for these purposes, in which case, you can use the topics below as supplementary material. The content below is not exhaustive nor is it legal guidance. Below are some topics to consider including in your Facilitator MOU:

Responsibilities of the marriage educator may include:

- Complete specific curriculum training
- Understand and adhere to all regulations as outlined by organization, funder, government entity, etc.
- Complete X number of workshops (may be a minimum or maximum you want them to commit to deliver)
- Record/report attendance data for each session/workshop
- Administer pre-/post-test surveys
- Make arrangements for replacement in case of emergency (and/or commit to a plan for contacting the program administrator)
- Recruit participants (specify number needed as appropriate)
- Read required supplemental materials (this may consist of organizational guidelines, references provided by curriculum developers, etc.)
- Participate in meetings with program manager or other facilitators as required
- Commit to availability outside of classroom to prepare for workshops (attend trainings, staff meetings, etc.)
- Understand co-facilitation or substitution expectations

Responsibilities of the marriage education program may include:

- Supply facilitator training
- Provide necessary materials to conduct workshop (couple materials, food, participant supports, etc.)
- Supply registration and assessment forms
- Offer staff assistance/support to coordinate workshops
- Give referrals and follow-up services to participants, as desired
- Evaluate/give feedback on performance including presentation skills, co-facilitation skills, etc.
- Pay in a timely manner
- Provide other training as needed