

# HIRING TOOLKIT

# HIRING PROCESS

## PRE-INTERVIEWING CHECKLIST

- ❑ **Carve Out Position Needed**
  - ❑ Analyze current staffing structure for options and where they will fit
  - ❑ Describe the job duties needed
  - ❑ Decide on position level, title, and pay range
  - ❑ Define what success looks like for this position
  - ❑ List competencies required
- ❑ **Create the Job Description**
  - ❑ See Job Description Questionnaire and Template
- ❑ **Post Job Ad**
  - ❑ Decide where applicants will send resumes
  - ❑ Track resumes on spreadsheets
  - ❑ Review resumes and rate experience
- ❑ **Applicants Completes Application and/or Resume**
- ❑ **The Manager Selects the Top Candidates**

## INTERVIEWING CHECKLIST

- ❑ **Applicant Screening (can be done virtually)**
  - ❑ Contact top candidates for screening interview
  - ❑ Screening should be no longer than 30 minutes to cover
    - ❑ Quick overview of the organization
    - ❑ Skills
    - ❑ Previous work experience (not pay history)
    - ❑ Spiritual Journey
    - ❑ Pay range they are looking for/need
- ❑ **Set-up First In-Person Interview**
  - ❑ Choose top candidates and invite them to an in-person interview
  - ❑ First interview should include one to two vetted staff (not the same person who conducted the screening)
  - ❑ See Top Ten Ministry Questions
- ❑ **Testing**
  - ❑ Any candidate who continues onto the next round of interviews should take any skills testing needed
  - ❑ Select the top 2 to 3 candidates and get Skills Testing (DISC, Enneagram, etc.)
- ❑ **Second In-Person Interview (at a minimum for any position)**
  - ❑ Top 2 – 3 candidates from first interviews will be brought in for second interviews (*Reminder: review information from previous interview*)
  - ❑ Second interview will be with ministry leader/ministry team and can include first interviewer
  - ❑ Higher level and tougher questions should be asked as well as repeat questions
  - ❑ Push into any areas that brought up questions/concerns from the initial interviews

## **INTERVIEWING CHECKLIST (CONTINUED)**

- **Reference Check**
  - Reference check on top candidate
  - Get 3 professional references (including at least one pastoral/ministry reference)
  - Do a background check once the offer is made (*see References and Background Checks*)
- **Job Offer**
  - Agree on a start date and create offer letter
  - See Offer Letter Templates
- **Complete New Hire Paperwork**
  - Send paperwork to new hire before start date (can be done electronically with hiring software)
  - Give the I-9 Acceptable ID's list so new hire can bring on first day
    - DO NOT tell them or recommend what IDs to bring
    - See New Hire Paperwork Packet
- **Onboard New Hire**

## **ADDITIONAL PROCESS FOR HIGHER LEVEL POSTIONS**

### **Third Interview**

- Top 1 - 2 candidates to interview with Senior Pastor, COO, and HR
- Dig more into theology, family, spiritual disciplines, visions, DNA
- Spouse included (or interview separately)
- **Dinner/Activity Informal Interview**
  - Final candidate (and spouse) taken to dinner or to an appropriate activity. This will relax them and even allow them to let down their guard
  - Pay attention to how they treat the servers/workers
- **Lead Team or Board Interview**
  - Candidate brought in to meet with the Lead Team or Board for a 30-to-60-minute interview
- **Other Ideas**
  - Ask for feedback from the front desk person
    - Sometimes real character comes out when candidates are interacting with someone they do not deem as an interviewer or think they are just chatting, waiting for the interview to begin.
    - Consider having people above and lateral to this position in the interviewing process. You will be amazed at the observations and wisdom that can come from this.

# **INTERVIEWING TOOLS**

# JOB DESCRIPTION QUESTIONNAIRE

<b>Approved Job Title</b>	
<b>Supervisor's Title</b>	
<b>Job Description Date</b>	<b>Exempt / Non Exempt</b>

## **POSITION OVERVIEW**

*Give a brief overview of the job purpose (Why does the job exist. What is the main function or overall purpose?)*

## **MAJOR RESPONSIBILITIES**

*Essential Duty (Y/N)*

*Duties & Responsibilities*

*% of Time*

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*Also, include the position this role may supervise under Duties and Responsibilities.*

# Qualifications

## **EDUCATION**

*List the minimal educational background, certification, and licensure required to competently perform the job's essential responsibilities.*

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## **EXPERIENCE**

*Indicate below the minimum number of years of experience required to perform the job's essential responsibilities.*

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## **SPECIALIZED**

*List specific skills and/or behavior competencies required to perform the job's essential responsibilities.*

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# JOB DESCRIPTION TEMPLATE

**[Position Title]**

**Supervisor's Title:**

**Position Type:**

**Position Description:**

## GENERAL SUMMARY

### Essential Job Functions:

*Example text*

*Example text*

*Example text*

### Job Skills Requirement

*Example text*

*Example text*

*Example text*

### Education / Experience

*Example text*

*Example text*

*Example text*

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed above are representative of the knowledge, skill and/or ability required. Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions.

### Spiritual Requirements:

*Example text*

*Example text*

*Example text*





# SCREENING INTERVIEW QUESTIONS

Applicant's Name: \_\_\_\_\_ Screening Date: \_\_\_\_\_

## 1. Purpose of the Interview

- A. To get to know more about the interviewee
- B. To give applicant information about us as a church
- C. To review the mission, vision, and values
- D. To review recent things about the organization

## 2. Do you attend our church? If so, where do you serve?

## 3. What do you know about our church? *If the applicant does not mention anything about the church's mission, vision, and values, this is an opportunity to elaborate on the organization.*

## 4. How did you come to know the Lord?

## 5. Review Work Experience (Review Application or Resume)

- A. Ask questions about the information listed in their resume
- B. Ask if there is a work history not listed.

## 6. Review the Job description.

- A. Note if work experience from work history is a match for the position
- B. Review position non-negotiables for the position
- C. Ask about salary preference
- D. Confirm that they can perform the job

## 7. What part of the Job Description excites you the most?

## 8. What strengths would your current/previous boss say you add to the team?

## 9. What parts of your current or last ministry job are the most energizing to you, and what parts are the most draining?

## 10. What are you expecting from this position?

## 11. What questions do you have about the organization or the job?

## 12. Does the candidate progress to the next stage of the interviewing process? Y/N

# MINISTRY INTERVIEW QUESTIONS

Applicant's Name: \_\_\_\_\_ Interview Date: \_\_\_\_\_

**1. Tell me about your job search up until now.**

*LOOK FOR: What criteria are they using to select their next job, and what interests them in our organization? Does it match up with the organization, DNA, and culture?*

**2. What have you learned about [Our Church] since your last interview?**

*LOOK FOR: Are they showing an interest in the organization?*

**3. Tell me about your greatest accomplishment.**

*LOOK FOR: Do they light up? Does it match at least part of the job or the organization's values?*

**4. Tell me about a failure. What is the costliest mistake you made?**

*LOOK FOR: Do they have one? What did they learn because of it?*

**5. Describe your least favorite supervisor and favorite supervisor. And why?**

*LOOK FOR: See how it compares with the type of supervisor they will be working with.*

**6. What would make another candidate more qualified than you (and why should I not hire them)?**

*LOOK FOR: Are they aware of their shortcomings? Do they have confidence in their skills and abilities? Do they feel called?*

**7. If you were hired, what would you do in your first 30 to 60 days?**

*LOOK FOR: Do they show wisdom and excitement in their answer?*

**8. Tell us about a time when you had to handle a demanding or difficult person at work.**

*LOOK FOR: Did they handle it maturely and biblically? How did they grow from it?*

**9. What is your greatest opportunity for spiritual growth?**

*LOOK FOR: Honesty, transparency, and what they are doing now to grow. If they say they do not have any, that would be the area to push into more.*

**10. What questions do you have for us?**

*LOOK FOR: Are their questions well thought out and show thoughtfulness about the position and the organization? Or are the questions only self-focused?*

# INTERVIEW GUIDELINES

## WHAT YOU NEED TO DO BEFORE THE IN-PERSON INTERVIEW

- ❑ Provide the interviewers with the candidate's resume, any skills testing, and other applicable information so that everyone is familiar with the candidate before the interview
- ❑ Quickly review the interview guidelines and illegal questions
- ❑ Meet in a place that will not be interrupted during the interview
- ❑ Communicate any essential information gleaned from past interviews to get everyone up to speed
- ❑ Make sure the interview group has a clear picture of the role hiring for
- ❑ Pray with interviewing group

## INTERVIEW TIPS

- ❑ Ask open-ended questions
- ❑ Ask qualifying questions "Tell me more" and "Can you give me another example?"
- ❑ Listen more than you talk
- ❑ Observe the candidate's body language as well as their verbal responses
- ❑ Stay on track and do not let the candidate evade questions

## DO NOT ASK QUESTIONS ABOUT THE FOLLOWING:

**AGE:** Irrelevant unless you are concerned about child labor violations under the Fair Labor Standard Act (FLSA), in which case you can ask for proof of age confirming they are old enough to work.

**FAMILY/MARITAL STATUS:** Any questions relating to these issues may be construed as discriminatory; especially with women. Tread lightly.

**RACE, COLOR, SEX, OR NATIONAL ORIGIN:** EEOC guidelines prohibit asking questions that may reveal this information; rejected applicants could have grounds for a discrimination suit if any of these questions were part of the application process.

**ARREST RECORD:** Do not ask at all --- you may ask about convictions, but even then, it would have to be relevant to the position in order to lead to immediate rejection. Leave this to the background check.

**HEALTH/HEIGHT/WEIGHT:** Can be discriminatory; focus on job requirements, not physical characteristics.

**CITIZENSHIP:** You may ask a candidate if they are authorized to work in the United States. However, unless required by law or regulation, you may not ask applicants if they are US citizens since it is considered discriminatory under the Immigration Reform and Control Act.

**DISABILITY:** The Americans with Disabilities Act makes it illegal to ask questions about an applicant's disability or perceived disability. Focus on their ability to perform the job and essential duties.

**SALARY AND/OR BENEFITS:** Do not ask about salary history. Many states are making this illegal, so it's best to just avoid this. Instead, you can ask them what salary range is needed to make this position a viable option or discuss the hiring pay range determined.

# REFERENCE AND BACKGROUND CHECKS

## CONDUCTING A REFERENCE CHECK

- Identify yourself, your title, organization's name, and tell them you are calling about a reference check for a candidate you are considering
- Ask if now a good time to talk or if they would rather schedule a call later
- Ensure they understand that you have the applicant's consent and that all responses are confidential
- Give a brief description of the role you are considering for the applicant. So that they can comment in context
- Give them time to answer the questions. Let them respond, and do not cut them off or put words in their mouth
- Build a rapport with the reference if possible. Concerns about lawsuits is why some employers only confirm dates of employment, position, and salary
- Follow up and probe when you feel the reference may be reluctant to discuss certain things
- Be alert for even the things that are NOT said
  - The tone of voice
  - A hesitation, pause, or sigh
- Take notes: They will be good to refer to and are also legal documentation
- Final questions
  - Would you rehire this individual if the opportunity arose? Why or why not?
  - Is there anything additional you would like to add?
  - Is there an additional reference you recommend for me to speak with?

# REFERENCE CHECK QUESTIONS

Applicant's Name: \_\_\_\_\_ Date: \_\_\_\_\_

1. How do you know the candidate? Since what date?
2. What was the candidate's role with your organization, and what were their job responsibilities and salary?
3. How successful was the candidate in fulfilling his or her duties?
4. What was it like to supervise the applicant?
5. What unique skill did the candidate bring to your organization?
6. How would you rate their technical skills? Organization? Time Management? Initiative?
7. How would you rate their dependability and work habits?
8. What were their strengths?
9. What were their weaknesses or areas that needed improvement?
10. Considering the job being applied for, do you think the applicant is suitable?
11. Why did they leave your employment?
12. Would you rehire the candidate? Why or why not?
13. Is there anything else you would like to add?

# REFERENCE AND BACKGROUND CHECKS

## AFTER THE REFERENCE CHECK

- Do not accept all the information at face value
  - There are two sides to every story
  - Do not base the decision to hire or not solely on the reference check
- Look for patterns
- Maintain documentation even if the candidate is not hired
- Contact additional references if needed

## BACKGROUND CHECKS

- A check of a candidate's background may include employment, education, criminal records, sex registry, motor vehicle and license record checks
- It is recommended that organizations do not run credit checks unless it is related to the position the candidate is applying for (ex. Finance Manager, etc.)
- Background checks should only be performed on a candidate who has a job offer pending
- All background check companies have their own disclosure form for the candidate to sign that gives you permission to perform the background check

## RECOMMENDED TYPE OF BACKGROUND CHECKS

### 1. County Court Record Check

- A. Some counties do not report to the Nationwide Database. The only way to ensure is to do a County Court Record Check
- B. Generally, go back the last 7 - 10 years
- C. Do a Social Security Trace so that you will know which counties they have lived in to search (background check companies do this for you)
- D. These have an additional cost per county but are well worth it

### 2. Sex Offender Registry

- A. This should be a non-negotiable background check for ALL church/ministry staff
- B. You can check this yourself as well on Megan's Law

### 3. National Database Search

- A. This will show convictions but not necessarily arrests or pending charges
- B. Not all states participate in the Nationwide Database Search which is why County Court checks are also recommended

*Note: It is also best practice to re-run checks every 1 - 2 years.*

Recommended Companies: Protect My Ministry, Clear Investigative Advantage, Yardstik, etc.

# OFFER LETTER TEMPLATE (Full Time Employees)

Month, Day, Year

Dear [Candidate's Name],

We are pleased to offer you full-time employment at [Church /Org Name]. Your skills, background, and heart for ministry will be valuable assets to our team and organization. We are offering you the position of [Job Title]. In this role, you will report to the [Supervisor's Title, Name]. Your start date will be [Hire Date]. However, your offer is contingent on the successful completion of a background check.

This full-time position is [exempt or non-exempt] [salaried or hourly]. The starting salary for your position is \$[Annual Salary], per year and is paid on a [Payroll Cycle] basis. In addition, we are offering paid vacation, PTO, holidays, and sick days. [Church /Org Name] will provide medical for full-time employees and [list any additional health benefits]. [Church /Org Name] pays [number]% of the monthly premium. Coverage begins [note when the coverage begins]. You should note that [Church /Org Name] may modify job titles, salaries, and benefits as it deems necessary.

[Church /Org Name] is excited about your joining our team and looks forward to a beneficial and productive relationship. Nevertheless, you should be aware that your employment with [Church /Org Name] is for no specified period and constitutes at-will employment. As a result, you are free to resign at any time, for any reason, or for no reason. Similarly, [Church /Org Name] is free to conclude its employment relationship with you at any time, with or without cause, and with or without notice. To accept this offer, please sign and date this letter in the space provided below. We look forward to welcoming you into the [Church /Org Name] staff family!

Sincerely,

[PASTORAL, HR, OR HIRING MANAGER'S NAME]  
[TITLE]

I accept this offer:

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Employee Signature

Date



# OFFER LETTER TEMPLATE (Part Time Employees)

Month, Day, Year

Dear [Candidate's Name],

We are pleased to offer you part-time employment at [Church /Org Name]. Your skills, background, and heart for ministry will be valuable assets to our team and organization. We are offering you the position of [Job Title]. In this role, you will report to the [Supervisor's Title, Name]. Your start date will be [Hire Date]. However, your offer is contingent on the successful completion of a background check.

This part-time position is non-exempt [salaried or hourly]. The starting salary for your position is \$[Hourly Rate], per hour and is paid on a [Payroll Cycle] basis. In addition, we are offering [list benefits]. You should note that [Church /Org Name] may modify job titles, salaries, and benefits as it deems necessary.

[Church /Org Name] is excited about your joining our team and looks forward to a beneficial and productive relationship. Nevertheless, you should be aware that your employment with [Church /Org Name] is for no specified period and constitutes at-will employment. As a result, you are free to resign at any time, for any reason, or for no reason. Similarly, [Church /Org Name] is free to conclude its employment relationship with you at any time, with or without cause, and with or without notice. To accept this offer, please sign and date this letter in the space provided below. We look forward to welcoming you into the [Church /Org Name] staff family!

Sincerely,

[PASTORAL, HR, OR HIRING MANAGER'S NAME]  
[TITLE]

I accept this offer:

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Employee Signature

Date

# REJECTION LETTER TEMPLATE

Month, Day, Year

Dear [applicant name],

I want to thank you for your interest in [job title or position] within the [department name], as well as the time you devoted to the interview process.

Although your [skills and/or qualifications] were very impressive, we have chosen a candidate with more [qualifications or experience]. However, we would like to keep your resume on file in case a position better suited to your talents becomes available. You're welcome to reapply at that time.

We wish you well with your job search, and with your spiritual, personal, and professional endeavors.

If you have any questions, please do not hesitate to contact me at [phone number and/or email address].

Regards,

[your first and last name]

[your job title or position]

# **ONBOARDING**

# **BEFORE THE FIRST DAY**

## **HUMAN RESOURCES**

- Get signed offer letter
- Remove position from online sites
- Send a gift (flowers) when they accept the offer
- Send new hire paperwork including disclosure (can be electronically)
- Benefits and Enrollment paperwork and info
- Get signed job description
- Get completed portion of New Hire Paperwork
- Complete background check
- Set up in payroll system
- Update organization chart
- Update staff roster, all staff email, add to calendar invites
- Schedule Training (HR, financial, pastoral care, peer shadowing)
- Schedule time with key leaders to give insight on organization
- Communicate new hire to staff

## **IT/FACILITIES**

- Assign building access & issue badge/keys
- Schedule keys security training for first day
- Set up email
- Set up phone extension
- Get computer
- Set up computer & passwords
- Set up in database
- Set up other needed passwords

## **SUPERVISOR**

- Find out their favorite snacks and have them there on their first day
- Start with emails and calls before start date to keep enthusiasm high
- Prepare desk area, chair, computer
- Get office supplies
- Send invitations to appropriate meetings
- Schedule job training and organize job shadowing
- Set up a predetermined schedule for them to follow the first two weeks to get acclimated.

# **DURING THE FIRST WEEK**

## **HUMAN RESOURCES**

- Take to new work area
- Complete any remaining new hire paperwork
- Review benefit information
- Give note/pad and pen
- Give any hardcopy items
- Give survival info - restrooms, coffee, lunch, parking, copy room
- Review systems and processes

- Review Unlawful Harassment Policy and sign
- Review Confidentiality Policy and sign
- Review Staff Lifestyle Agreement and sign
- Review Social Media Policy and sign
- Issue Employee Handbook
- Get signed Handbook Acknowledgement
- Provide a place to hold all documents (binder, file, or online folder)
- Meet with accounting to review procedures, if applicable
- Train on payroll
- Train on copiers, phone systems, voice messages and mail
- Assign a peer coach for operational processes
- Schedule 30-day HR or Campus Pastor follow-up
- Books to read
- Provide facility tour

## **CAMPUS PASTOR**

- Introduce to church culture
- Review mission, vision, and core values
- Review church main ministries (Outreach, LifeGroups, Staff Prayer, etc.)
- Review global and campus goals

## **SUPERVISOR**

- Give them organization swag (t-shirts, hats, bottles, etc.)
- Involve the entire team - decorate desk
- Explain how new hire's job relates to the church mission
- Review job description
- Have a team lunch or fun activity
- Schedule regular 1-1 meetings

## **IT/FACILITIES**

- Take staff photo
- Update website

# **FIRST 30-60-90 DAYS**

## **30 DAYS**

- Department training
- List of job specific training
- Schedule out all training
- Meet and go out to lunch with people from other departments
- Trained on financial department procedures
- Safety guidelines
- Attend each church ministry to experience (Membership and Discipleship Classes, Youth Services, etc.)
- Review pastoral care protocol
- 30 Day follow-up with HR or Campus Pastor

## **60 DAYS**

- Manager to observe and give feedback on how the new employee is doing
- Specific training completed that pertains to the new employee's job (ex. Online Courses and training that is listed out)
- Does the employee fully understand their job and contribution to the team/organization?
- First 30-60 days - the manager should set clear goals and objectives for the new employee

## **90 DAYS**

- The employee should be independent by now
- The employee should be able to give suggestions and feedback and participate in supporting the mission, vision, values of the organization in their role
- The employee should be able to set their own goals and objectives by now

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# **EMPLOYEE PAPERWORK AND FILES**

# OVERVIEW

Employment records can be maintained in paper form, scanned, or completed/kept electronically. Regardless of how you choose to keep your files, security and retention periods will be the same. Employers must decide where and how they maintain these files, limiting access to the files and protecting employees from discrimination, identity theft, privacy, and HIPPA violations.

- ❑ Files must be kept in a secure, locked location that only need to know staff have access to.
  - ❑ A locked file cabinet that is kept locked even during business hours
  - ❑ A cloud based/electronic storage option that is password protected
- ❑ Have a good document management system to easily find items
- ❑ Active employee files should be kept indefinitely
- ❑ Terminated employee files can be shredded anywhere from 2 -6 years depending on the document
- ❑ A back up system should be in place in the event the hard copies or digital files are destroyed

## BASIC FILE NEEDS

### PERSONNEL FILE

- ❑ Resume or Employment Application
- ❑ Job/reference/recommendations
- ❑ Signed offer letter
- ❑ Signed original job description & updated job description(s)
- ❑ Personal data & information
- ❑ Recruitment records (skills testing, samples, rating sheets, transcripts)
- ❑ Acknowledgement of Employee Handbook (and signed off forms)
- ❑ Performance reviews
- ❑ Promotion/pay increase documentation
- ❑ Disciplinary action
- ❑ Training certifications (credential, CPR, harassment, first aid, etc.)

### PAYROLL FILE

- ❑ Vacation/sick time records
- ❑ Time off records
- ❑ Records of any additions or changes to pay
- ❑ Timecards (unless online)
- ❑ Work schedule
- ❑ W-4
- ❑ W-2 forms (end of the year)
- ❑ Withholding and deduction documentation
- ❑ Authorizations (overtime, pay advance, etc.)
- ❑ Work permit or diploma (if under 18)



## **MEDICAL FILE**

- Medical/dental/vision etc. applications and correspondence
- FMLA documentation
- Doctor's notes, etc.

## **I-9 FILE**

This must be kept separate from an employee's file to avoid discrimination. However, it may be housed with other I-9 forms (ensure you have a good filing system).

## **OTHER SEPARATE FILES**

- Workplace investigations
- Injury/workers comp
- Background/drug test
- EEO records