

Getting The Right People On The Bus and in the right seat



Before the Hire



The Awful Truth About Hiring



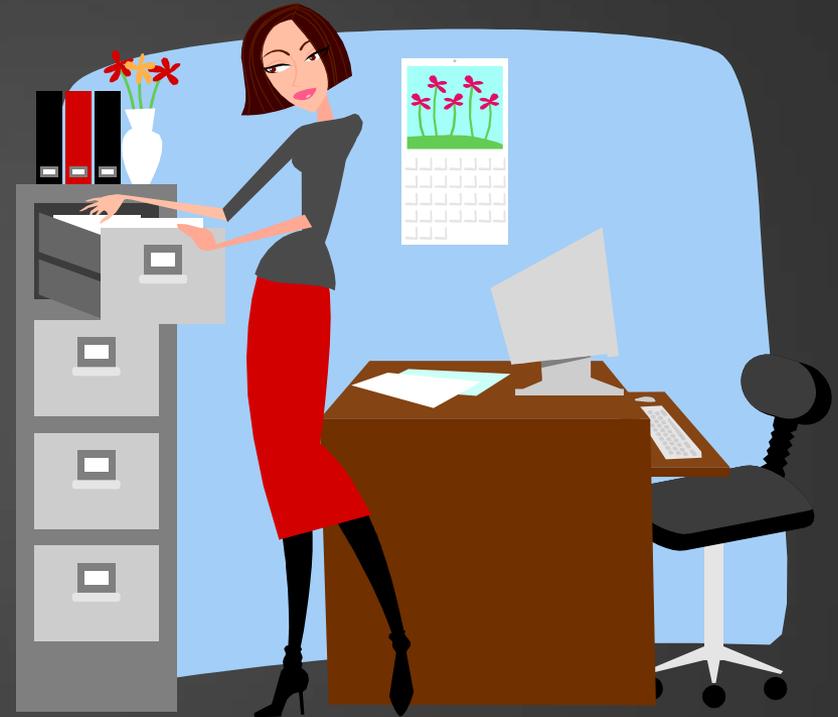
- How we hire determines how often we fire



Before You Hire



- Define the Need
- Clarify the Standards
- Define the Role



1. Determine if New Hire is Necessary



- Can the job duties be delegated to a current employee?
- Can current systems be streamlined or standardized to use current resources?
- Is the need for the new hire dictated by real expansion or temporary upturn?
- Will the new hire have adverse impact on other ministry areas or departments?

2. Clarifying Standards



- Education
- Specific Skills
- Experience
- Specific Needs
- Personalities
- Salary Ranges
 - The Church Network Survey
 - Denominational surveys
 - Corporate comparisons
 - Churches in your area
 - Richard Hammer
 - Metro Salary Survey

3. Defining the Role with Job Descriptions



Why it's important.....

- Explains the job to potential applicants
- Clarifies the hiring needs of the employer
- Provides basis for legal defense against possible future claims of job discrimination and/or improper termination
- Identifies criteria to evaluate performance

4. Develop a Complete & Accurate Job Description



- Obtain previous job description for position
- Identify aspects that have changed
- Seek input from those who have had position in past (or currently in position)
- Identify duties involved in position--be specific!
- Break duties into “essential” and “nonessential” functions

Develop a Complete & Accurate Job Description



- Identify skills/training necessary to carry out duties
- Add any nonessential—but desirable—skills training for the position
- Re-evaluate job description to guarantee realism of compensation and time required to do job

Parts In A Job Description



- Position Assignment
 - Title
 - Recruited by
 - Staff Grade
 - Reports to
- Summary of position
- Purpose
- Responsibilities
- Skills/Educational Requirements
- Organizational Relationships
- Working Conditions
- Needed Attributes

Last Statement On Job Descriptions



“I have read and received a copy of my job description. I understand this overrides anything I have been given or told in the past.

I further understand that I am expected to follow my job description as outlined above, and if I have any questions concerning what is expected of me, I will speak with my immediate supervisor.”

5. Decide How You Will Find the Person to Fill the Position



- From within or outside organization?
- Word of mouth?
- Will you advertise?
 - What will you say in the ad?
- Who will screen the applicants?
- Send resume to _____ via fax # or special email account

Posting Jobs Safely



- Use

- High Energy
- Current Knowledge
- Stable
- Spanish Speaking

- Avoid

- Young
- Recent Graduate
- Married
- Hispanic

6. Review Resumes & Applications



Reviewing Applications & Résumés



- Use job description as basis of decisions
- Unexplained gaps in job history/short term employment
- Parallel career moves
- Be aware of organizational, not individual accomplishments
- Do not base choice on skills and knowledge not listed in job description
- Verify in interview

Resume Bloopers



- “Objective: Employee”
- “Experience: Dislike current job and have spent 10 years seeking another.”
- “Qualifications: I have extensive experience with foreign accents.”
- “Qualifications: Computer illiterate.”
- “Experience: I have worked at many different jobs in order to find out what sort of work suits me best.”

Cover Letter Bloopers



- “I have enclosed a copy of my resume for your review and consideration. I look forward to hearing you real soon.”
- “Enclosed is a ruff draft of my resume.”

The “Wow” Resumes



- Appropriate Length
- Chronological Format
- Does not focus on job duties
- Includes action verbs that reflect skills, knowledge and expertise
- Includes statements that bring value to the organization
- Avoids personal pronouns
- No typos

7. Preparing for the Interview



Prepare List of Questions to Ask Each Candidate



- Education
- Experience
- Career Goals
- Aptitudes and Skills
- Personality
- “Surprise” or “Stress” Questions
- Sample

Take Notes & Prepare Form to Use in Assessing Applicants



- Applicant's name
- Job applied for
- Date of Interview
- Name of Interviewer(s)
- List of required or critical skills
- Objective rating criteria for skills
- List of preferred skills or characteristics
- Objective rating for each

Choose Interview Style



- Informal
- Strictly Scripted
- “Hidden Agenda”

8. Developing a Plan For Conducting the Interview



- Greeting and introduction
- Job description and explanation of interview purpose
- Questioning of applicant
- Answering applicant's questions
- Interview close and explanation of future contact
- Note: Be aware of location & disability accommodations available

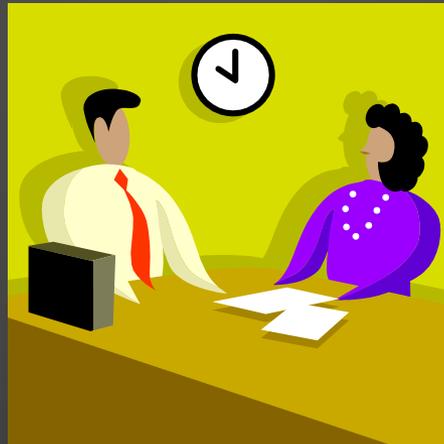
9. Conducting the Interview



Seating Arrangements



Least Desirable
Setting



Better Setting



Best Setting

Put the Applicant at Ease



- Quiet room
- Phone on Do Not Disturb mode
- Allow enough time
- Seating arrangements
 - Side by side
 - Behind a desk
 - At a table--Multiple interviewers
- Let them know you will take notes

Interviewing Tips



- Be a good listener
- Don't interview alone
- Use job description to guide you
- Only ask questions on prepared list
- Only ask job-related questions
- Do not make promises employer can't keep

Avoid Interview Stereotypes



Eliminate pre-judged thinking

- Not all overweight people are lazy
- Not all well-dressed people are intelligent
- Not all highly educated people are without common sense



Ensure Policies Are Followed



- Salary
- Performance reviews
- Benefits
- Sample



Don't Violate Title VII or ADA



- Title VII of Civil Rights Act of 1964
 - Prohibits pre-employment inquiries that (directly or indirectly) could discriminate
- Title I of Americans with Disabilities Act of 1990
 - Prohibits employers from discriminating against those with disabilities



Unfair Pre-Employment Inquiries



- Age
- Arrests
- Citizenship
- Convictions
- Family
- Disabilities
- Height/Weight
- Marital Status
- Military
- National Origin
- Organizations
- Photograph
- Pregnancy
- Relatives
- Religion
- Residence
- Sex

Yes and No Questions



- Are you of legal age to work?
- Are you legally authorized to work in the United States?
- Have you ever been terminated from a job?
- Can you perform the essential functions of this position without reasonable accommodation?

Interview Questions to Avoid



- Person's birthdate or age
- National origin, heritage, native language
- Marital status
- Plans to start family or pregnancy status
- Children or daycare plans
- Disabilities or health conditions
- Questions about prior arrests

Interview Questions to Avoid



- Credit history, wage garnishment, bankruptcy history
- Organizational affiliations unless job related
- Veteran status, military reserve

Ask the Right Questions



- Use open-ended questions often
- Use *close-ended* questions for specifics
- Avoid *empty* questions
- Sample questions (**handout**)

Allow the Candidate to Ask You Questions



- What is your mission & vision?
- Who will be my supervisor?
- Tell me about others who have held this position
- Were they promoted? Quit? Fired?
- What would be the worst mistake I could make in this job?
- How will I know I am doing a good job?

End the Interview Professionally and on a Positive Note



- Be aware of energy applicant has put into interview
- Ask if they have any questions
- Ask if they want to share anything else
- Don't make commitments (Salary, promotions or pay raises)
- Explain what will happen next and how long it will take to make a decision
- Thank them for meeting with you

10. After the Interview



Document Your Evaluation of Candidate



- Applicant's ability to perform essential functions
- Will reasonable accommodations be needed
- Strengths and weaknesses?
- Critique your own interviewing skills
- Any other notes to help you

Make Decision and Notify Candidates Who Were Not Selected



- Choose most qualified & best fit
- Use form letter to notify those not selected
- Notify immediately

Conduct Reference Checks on Applicant Chosen



- Verbal vs Written
- Personal VS Business
- When to call
- What to say



Invite Candidate Back For Second Interview



- Include other personnel to join you
 - Peers
 - Subordinates
- Be specific and refine
- NEVER repeat information provided to you by references

Extend Offer Contingent Upon Investigations



- Formal Invitation-letter
- “At Will” Statement
- Benefits
- Compensation—per pay period
- Employee Handbook
- Be careful of wording—regular vs “permanent”
- Employee signs offer

Conduct Investigations



- Fair Credit Reporting Act
- Medical tests
- Reference checks (if not yet completed)
- Credit history
- Criminal background checks
- School transcripts
- Skills test



Background Checks



- Secure written authorization to run background checks & references
- Run background checks appropriate to position
- File in secure place
- Results before work



Pre-Employment Testing



- Test must duplicate the actual conditions
- Test only primary tasks (more than 5%)
- Must involve actual performance of the task

Note: Be consistent-give all applicants in category the same test

Bookkeeping test - example



11. After You Hire



- Use “New Hire” Checklist
- Memo to other staff members
- New Employee Orientation
- Employee Feedback

Summary



- Define the Need
- Clarify the Standards
- Define the Role
- Interview Legally
- Conduct Investigations
- Hire Slowly & Wisely
-

Two Men on a Bench

