

CHURCH HIRING TOOLKIT



HR

MINISTRY
SOLUTIONS

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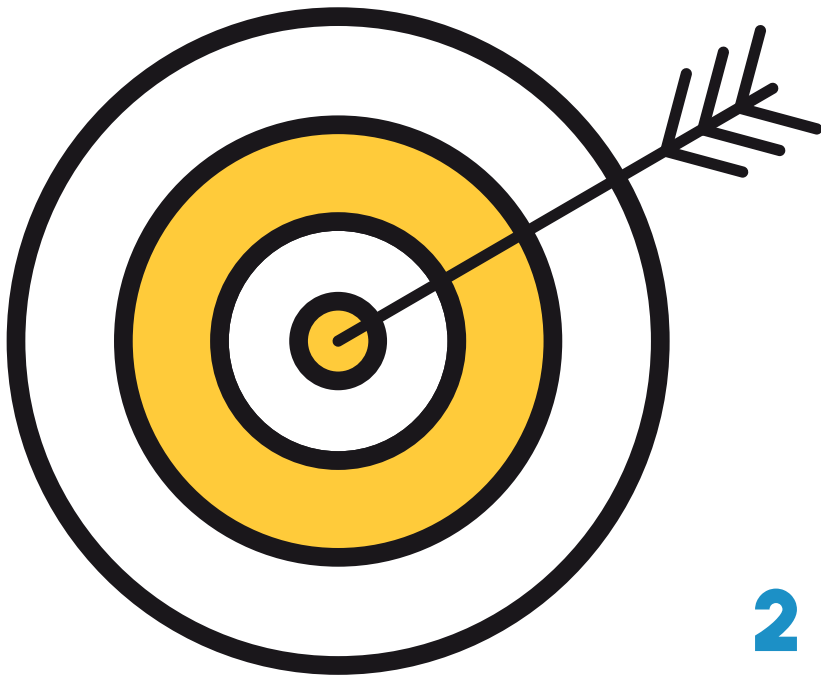


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OVERVIEW OF THE HIRING PROCESS



CARVE OUT POSITION

- A.** Analyze current staffing structure for options and fit
 - see **6 Things to Consider Before Hiring**
- B.** Describe the job duties needed
 - see **Job Description Questionnaire**
- C.** Decide on position level, title, and pay range
- D.** Define what success looks like for this position
- E.** List competencies required

CREATE JOB DESCRIPTION

- A.** Use **Job Description Template**

POST AD

- A.** Decide where applicants will send resumes
- B.** Send email response to each resume received to confirm it has been received
- C.** Track resumes on spreadsheet
- D.** Review resumes & rate experience

PHONE INTERVIEWS

- A.** Contact top candidates for a phone interview
- B.** Each phone interview will take 10-15 minutes minimum and will cover:
 - Quick overview of organization
 - Skills
 - Previous work experience details (not pay history)
 - Spiritual Journey
 - Pay range they are looking for/need
- C.** Have potential candidates take free skills test (Indeed, Internet search, etc.)

SET UP FIRST IN-PERSON INTERVIEWS

- A.** Choose the 3 top candidates and invite them to an in-person interview
- B.** First interview includes HR plus 1-2 other vetted staff
 - see **10 Top Ministry Questions**

OVERVIEW OF THE HIRING PROCESS

(CONTINUED)



TESTING

- A.** Any candidates who continue onto the next round of interviews should take any skills testing needed
- DISC, EQi, MMPI, Strength Finders, etc

SECOND IN-PERSON INTERVIEWS *(at a minimum for any position)*

- A.** Top 2 -3 top candidates from first interviews will be brought in for second interviews
- B.** Second interview will be with ministry leader/ ministry team + initial interviewer
- C.** Higher level and tougher questions should be asked as well as repeat questions
- D.** Push into any areas that brought up questions/ concerns from initial interview

REFERENCE CHECK

- A.** References checked on top candidate
- B.** Get 3 professional references (including at least one pastoral/ministry reference)
- C.** Do Background check once offer is made
- see **References & Background Checks**

JOB OFFER

- A.** Agree on start date & create offer letter
- see **Offer Letter Templates**

COMPLETE NEW HIRE PAPERWORK

- A.** Send to New Hire before start date to review
- B.** Give the I-9 Acceptable ID's list so New Hire can bring on first day
- Do NOT tell them or recommend what ID's to bring
 - see **New Hire Paperwork Packet**

ONBOARD NEW HIRE

- see **Onboarding Checklist**

OVERVIEW OF THE HIRING PROCESS

(CONTINUED)



ADDITIONAL PROCESS FOR HIGHER LEVEL POSITIONS

THIRD INTERVIEW

- A.** Top 1-2 candidates will interview with Lead Pastor & Executive Pastor (plus HR)
- B.** Dig more into theology, family, spiritual disciplines, visions, DNA
- C.** Spouse included (or interviewed separately)

DINNER/ACTIVITY INFORMAL INTERVIEW

- A.** Final candidate (and spouse) taken to dinner or to an appropriate activity
- B.** This will relax them and even allow them to let down their guard
- C.** Pay attention to how they treat the servers/workers

BOARD INTERVIEW

- A.** Candidate brought in to meet with Board for 30-60 minute interview with Board team

OTHER IDEAS

- A.** 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.
- B.** Consider having people above and lateral to this position as well as those under this position in on the interviewing process. You will be amazed at the observations and wisdom that can come from that quiet admin or janitorial team member.

6 THINGS TO CONSIDER BEFORE HIRING



1. "IS THIS THE BEST POSITION WE COULD HIRE FOR RIGHT NOW OR IS THERE ANOTHER ONE MORE STRATEGIC?"

- ▶ Don't just rehire because you have always had that position. Strategize your overall staff organization to be posed for your future vision and growth.
- ▶ Is this the next logical position in your org chart? Always have a rolling list that reflects your big picture vision & growth.

2. "CAN WE DO THIS DIFFERENTLY?"

- ▶ Has the job changed since you last filled the position?
- ▶ Can you combine with another position? Do you need to split the duties into 2 positions or absorb the responsibilities into other existing positions? Should you look into outsourcing this job? Should it be a high level volunteer?
- ▶ Should you keep doing it the way you have been doing it (does it align with current mission, vision, and core values)?

3. "DO WE HAVE SOMEONE ALREADY ON STAFF THAT WOULD BE A GOOD FIT FOR THIS JOB?"

- ▶ If so, be sure to refer to #1 & #2 first and also for the position they would be leaving vacant.

4. "HOW WILL WE IDENTIFY TOP CANDIDATES?"

- ▶ What is your wish list?
- ▶ What are the non-negotiables?
- ▶ Be sure to develop a job description and a profile before starting the process of looking.

5. "WOULD A TOP CANDIDATE WANT TO WORK FOR US? WITH THAT SUPERVISOR?"

- ▶ Tout what you have to offer. Fix those things that might be a deterrent.
- ▶ Salary is not the bottom line.
- ▶ Top candidates generally are looking for
 - A great boss and great coworkers
 - Opportunity
 - Challenge and growth
 - Family-friendly environment
 - Recognition

6. "WHAT WILL WE DO TO RETAIN THESE TOP STAFF MEMBERS?"

- ▶ Just because you find and hire a rock star does not mean they will want to stay. Start asking why do top team members leave.
- ▶ How do you rate with benefits, culture, flexibility, vacation time, growth, opportunities, coaching/mentoring, valuing input, letting others take ownership?

JOB DESCRIPTION QUESTIONNAIRE

Approved Title

Supervisor's Title

Job Description Date

Exempt/Non-Exempt

POSITION SUMMARY

Brief overview of job purpose. (Why does the job exist? What is the main function or overall purpose of the job?)

MAJOR RESPONSIBILITIES

Essential Duty Y/N	Duties & Responsibilities	% of Time

**also include the positions this role may supervise

JOB DESCRIPTION QUESTIONNAIRE

QUALIFICATIONS

EDUCATION

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

EXPERIENCE

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

SPECIALIZED

List special skills and/or behavioral competencies **required** to perform the essential responsibilities of the job.

JOB DESCRIPTION TEMPLATE

[Position Title]

Supervisor's Title:

Position Type:

Position Description

General Summary:

Essential duties and responsibilities:

- *example text*
- *example text*
- *example text*

Qualifications:

Education and/or Experience (*must have one or more of the following*)

- *sample text*
- *sample text*
- *sample text*

Knowledge and Skills

- *item 1*
- *item 2*
- *item 3*

Licenses, Registrations, and Certificates

- *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 accommodations may be made to enable individuals with disabilities to perform essential functions.

JOB DESCRIPTION TEMPLATE

Spiritual Requirements:

- *sample text*
- *sample text*
- *sample text*

Physical Requirements:

- *item 1*
- *item 2*
- *item 3*

Employment At-Will

All employees of CHURCH are at-will, as such, are free to resign any time without reason. CHURCH likewise, retains the right to terminate an employee's employment at any time with or without reason or notice.

Nothing contained in this job description or any other document provided to the employee is intended to be, nor should it be, construed as a guarantee that employment or any benefit will be continued for any period of time. Any salary figures provided to an employee in annual or monthly terms are stated for the sake of convenience or to facilitate comparisons that are not intended and do not create an employment contract for any specific period of time.

No manager, supervisor or employee of CHURCH has any authority to enter into any agreement for employment for any specified period of time or to make any agreement for employment other than at-will.

Acknowledgement

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 as is outlined above and if I have any questions concerning what is expected of me, I will speak with my immediate supervisor. I also understand that the statements herein are intended to describe the general nature and level of work being performed by staff members and are not to be construed as an exhaustive list of responsibilities, duties, and skills required of staff so classified. Therefore, the individual may perform other related tasks under the direction of their supervisor.

Employee Signature

Date

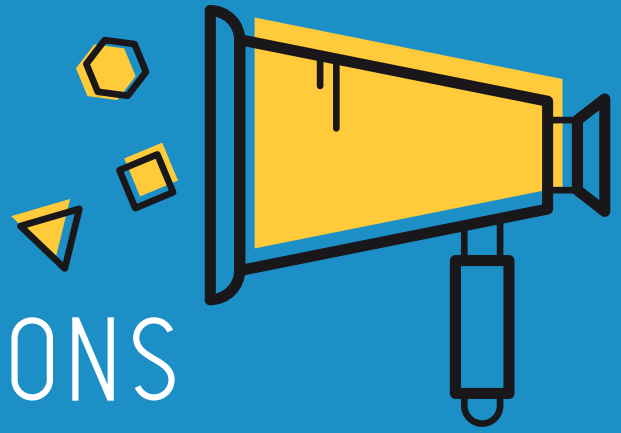
Employee Printed Name

CHURCH Representative Signature

Date

CHURCH Representative Printed Name

ACTIONS VERBS FOR JOB DESCRIPTIONS



Activate	Conduct	Exchange	Issue	Pull
Accept	Consult	Execute	Keep	Purchase
Adapt	Control	Expedite	Maintain	Receive
Administer	Cooperate	Explain	Manage	Recommend
Advise	Coordinate	Forecast	Motivate	Reject
Aid	Counsel	Forward	Negotiate	Research
Analyze	Create	Furnish	Notify	Review
Allocate	Decide	Gather	Obtain	Select
Appoint	Delegate	Give	Order	Serve
Approve	Deliver	Implement	Organize	Show
Assemble	Determine	Improve	Originate	Specify
Arrange	Develop	Inform	Oversee	Show
Assign	Devise	Initiate	Participate	Study
Authorize	Direct	Inquire	Plan	Supervise
Check	Encourage	Inspect	Prevent	Train
Collect	Enforce	Instruct	Procure	
Commit	Establish	Interpret	Propose	
Compile	Estimate	Investigate	Protect	

FINDING CANDIDATES



- REFERRALS FROM CURRENT STAFF
- LOOK AT HIGH LEVEL LEADERS
- DENOMINATION RECOMMENDATIONS
- NETWORK GROUPS/CHURCHES
- MINISTRY WEBSITE POSTING
- FACEBOOK & OTHER SOCIAL MEDIA SITES
- LINKEDIN
- CHRISTIAN COLLEGES/SEMINARIES
- MINISTRY STAFFING SITES

ChurchStaffing.com ChurchStaffSearch.com
ChurchJobFinder.com ChurchJobsOnline.com
ChurchJobs.tv KingdomCandidates.com
ChurchJobs.net

- INDEED.COM
- CHURCH STAFFING AGENCIES

Vanderbloemen Slingshot
Chemistry Staffing

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TOP MINISTRY INTERVIEW QUESTIONS

1. TELL ME ABOUT YOUR JOB SEARCH UP UNTIL NOW.

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

2. TELL ME ABOUT YOUR SPIRITUAL JOURNEY AND WHAT GOD HAS BEEN DOING IN YOUR LIFE RECENTLY.

LOOK FOR: What things do they do on a regular basis to strengthen their relationship with God?

3. TELL ME ABOUT YOUR GREATEST ACCOMPLISHMENT.

LOOK FOR: Do they light up? Does it line up with at least part of the job or your company values?

4. TELL ME ABOUT A FAILURE. WHAT IS THE COSTLIEST MISTAKE YOU HAVE MADE?

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

5. DESCRIBE YOUR LEAST FAVORITE SUPERVISOR? YOUR MOST FAVORITE 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 I SHOULD 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 30-60 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. ARE THERE SKELETONS IN YOUR CLOSET WE SHOULD KNOW ABOUT?

LOOK FOR: Honesty, transparency, and what they did and/or are doing now to change. If they say they **don't** 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 in regards to the position and the organization? Or are the questions only self-focused?

INTERVIEW GUIDELINES



PURPOSE OF THE INTERVIEW:

- To get to know the candidate as a person, really look for character over competence.
- To hear the candidate's heart regarding his/her spiritual journey with Christ and why they are led to seek a position with your organization.
- To see if the candidate has a passion for the area of ministry you are hiring for and shares in the vision and culture of your organization.
- To observe the candidate interacting with others and establish whether you feel he/she has the communication skills needed for the position you are hoping to fill.
- To verify the information on the resume and to ask questions about previous work and volunteer history to determine the depth of their experience.
- To allow the candidate to know you and any others they might be working with so he/she has a good opportunity to find out about what it will be like to work with your organization.
- To fill your open position with the most qualified candidate who will best fit the current needs and future direction of the ministry.

WHAT YOU NEED TO DO BEFORE THE INTERVIEW:

- Provide the interviewers with the candidate's resume, any skills testing, and other applicable information so that everyone is familiar with the candidate prior to the interview.
- Quickly review the interviewing guidelines as well as illegal questions.
- Meet in a place that will not be interrupted during the interview.
- Communicate any important 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.
- Once candidate is brought in, introduce yourselves, who you are and your area of responsibility.
- Tell the candidate why you are currently looking for someone to fill the position.
- Explain the position description.
- Ask them to share their spiritual journey with the interview group.

INTERVIEW TIPS:

- Ask open-ended questions.
- Ask qualifying questions "tell me more" and "can you give us another example."
- Listen more than you talk.
- Observe candidate's body language as well as their verbal responses.
- Stay on track – don't let the candidate evade the question.



DO NOT ASK QUESTIONS ABOUT THE FOLLOWING:

AGE

Irrelevant unless you are concerned about child labor violations under the Fair Labor Standard Act, in which case you can ask for proof of age that they are old enough to work.

FAMILY / MARITAL STATUS

Any questions relating to these issues may be construed as discriminatory; especially with woman. Tread carefully.

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 a 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 portion.

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 steer clear of this. Instead you can ask them what salary range is needed in order to make this position a viable option or discuss the hiring pay range determined.

REFERENCE & BACKGROUND CHECKS



▶ WHAT IS A REFERENCE CHECK?

Reference checking is a type of background check that checks the applicant's past job performance based on information collected from key individuals (e.g., supervisors, peers, subordinates) who have known and worked with the applicant.

▶ WHY DO A REFERENCE CHECK?

Through reference checks, you are able to:

- Confirm the information on the resume/application
- Confirm information given by the candidate
- Learn new information about the candidate
- Check for any prior issues (including reason left last position)
- Ask questions about candidates skills, abilities, attendance, and performance



▶ BEFORE A REFERENCE CHECK:

- Only check references on a candidate after all interviews and with a pending offer
- Get candidates permission to check references
- Inform the candidate you plan to contact references
 - ▶ Ask them for contact information of supervisors/managers
 - ▶ Get at least 3
- Review candidates resume
- Have questions prepared in advance (sample questions included below)
 - ▶ Use open ended questions
 - ▶ Focus on verifiable job related information
 - ▶ Ask questions about any red flags from the candidates interview
 - ▶ Use the same base questions for all references for all candidates
- Always check references by phone
 - ▶ People will hesitate to put in writing what they might say on the phone

REFERENCE & BACKGROUND CHECKS



▶ CONDUCTING A REFERENCE CHECK:

- Identify yourself, your title, organization name and tell them you are calling about a reference for a candidate you are considering
- Ask if now is a good time to talk or whether they would rather schedule a call at a later time
- Make sure they understand that you have the consent from the applicant and that all responses will remain confidential
- It is important to give a brief description of the role you are considering the applicant for, so that they can comment in context
- Give them time to answer your questions. Let them respond, and do not cut them off or put words in their mouth
- Build rapport with the reference if possible
 - ▶ Concern about lawsuits is why some employers only confirm dates of employment, your position, and salary
- Follow up and probe when you feel the reference may be reluctant to discuss certain things
 - ▶ "I get the feeling that perhaps there is something you may not be telling, is there anything I should know about this individual?"
- Be alert for even the things that are NOT said
 - ▶ The tone of voice
 - ▶ A hesitation, pause or even sigh
- Take notes
 - ▶ They will be good to refer back to and also are 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 would recommend for me to speak with?

REFERENCE & BACKGROUND CHECKS



CONDUCTING A REFERENCE CHECK (CONTINUED):

SAMPLE QUESTIONS:

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?

AFTER A 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
- Look for patterns
- Maintain documentation even if the candidate is not hired.
- Contact additional references if need
 - ▶ Asking a reference if they know of anyone else that it would be good for you to speak to is an excellent way to find other references.

REFERENCE & BACKGROUND CHECKS



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 directly related to the position the candidate is applying for (i.e. 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 CHECKS:

COUNTY COURT RECORD CHECK

- Some counties do not report to Nationwide Database. The only way to ensure accuracy is to do a County Court Record Check.
- Generally, go back the last 7-10 years.
- 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).
- These have an additional cost per counties but are well worth it.

SEX OFFENDER REGISTRY

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

NATIONWIDE DATABASE SEARCH

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

There are many companies to choose from but the two most common ones used by churches are **Protect My Ministry & Clear Investigative Advantage**. It is also a best practice to **re-run checks every 1-2 years**.

OFFER LETTER

FULL TIME SALARY

Month Day, Year

Dear [Candidate Name],

We are pleased to offer you full time employment at [Church/Org Name]. We feel that your skills, background, and heart for ministry will be valuable assets to our team.

Per our discussion, we are offering you the position as [Job Title]. Your ministry supervisor will be [Supervisor Name]. Your starting date will be [Start Date]. However, your offer is contingent on successful completion of a background check.

The starting salary for your position is \$[Annual Salary] per year and is paid on a [Payroll Cycle] basis. In addition, we are offering [number] days paid vacation, [number] holidays, and [number] days of sick time. [Church/Org Name] will provide medical insurance for employee (plus [list any additional health benefits]) and will pay for [number]% of monthly premium. You should note that [Church/Org Name] may modify job titles, salaries and benefits from time to time as it deems necessary.

[Church/Org Name] is excited about your joining 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 [Church/Org Name]'s offer, please sign and date this letter in the space provided below.

We look forward to welcoming you into the [Church/Org Name] family!

Sincerely,

PASTORAL, HR, OR HIRING MANAGER NAME
TITLE

I accept this offer:

EMPLOYEE NAME

DATE

OFFER LETTER

PART TIME OR HOURLY

Month Day, Year

Dear [Candidate Name],

We are pleased to offer you full time employment at [Church/Org Name]. We feel that your skills, background, and heart for ministry will be valuable assets to our team.

Per our discussion, we are offering you the position as [Job Title]. Your ministry supervisor will be [Supervisor Name]. Your starting date will be [Start Date]. However, your offer is contingent on successful completion of a background check.

The starting rate for your position is \$[Hourly Rate] per hour up to [number] hours a week and is paid on a [Payroll Cycle] basis. In addition, we are offering [list any benefits]. You should note that [Church/Org Name] may modify job titles, salaries and benefits from time to time as it deems necessary.

[Church/Org Name] is excited about your joining 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 [Church/Org Name]'s offer, please sign and date this letter in the space provided below.

We look forward to welcoming you into the [Church/Org Name] family!

Sincerely,

PASTORAL, HR, OR HIRING MANAGER NAME
TITLE

I accept this offer:

EMPLOYEE NAME

DATE

NEW HIRE INFORMATION

Today's Date

PERSONAL INFORMATION

Employee Name

Social Security Number

DOB (Day/Month)

Mailing Address

City

State

Zip

Phone Number

Email

()

POSITION INFORMATION

Position Title

Department

Supervisor

Apprx Hours Per Week

Pay Rate/Salary

Start Date

EMERGENCY INFORMATION

Emergency Contact #1

Relationship

Phone Number

Email

()

Emergency Contact #2

Relationship

Phone Number

Email

()

ACKNOWLEDGMENT

Employee Signature

Date

Hiring Representative Signature

Date

*Be sure to include the current W-4 and I-9 form in your New Hire Paperwork.

CONFIDENTIALITY AGREEMENT

During my employment with CHURCH, I may learn confidential information, and other proprietary data. I agree to keep this information confidential and to use it only during the time that I am employed by CHURCH. I also agree that I will not use for myself or others, or disclose to others (including future employers), any of this information, without the prior express written permission of CHURCH. This promise will be in effect both during my employment and after the termination of my employment with CHURCH.

This Agreement is intended to protect CHURCH's legitimate business interests and does not preclude employees from discussing the terms and conditions of their employment. For example, the information covered by this Agreement includes, but is not limited to, technical information, methods, business information, member lists and private data, employment records, financial data, and marketing data.

I also agree that:

- On the termination of my employment from CHURCH, I will return all company documents and other items belonging to the company. I will not retain copies, notes, or abstracts of these items.
- CHURCH may notify other parties of this agreement, including future or prospective employers.
- I will promptly notify CHURCH of any unauthorized release of trade secrets, confidential information, or other proprietary data.
- This agreement does not give me a license to or rights in any of CHURCH's information.

This Agreement does not apply to any information that:

- is or becomes publicly known through no fault of my own;
- I can show that I possessed prior to my employment with CHURCH;
- I received from a third party who did not receive it from CHURCH;
- is required to be disclosed by a government agency, legislative body, or court.

ACKNOWLEDGMENT

By signing and dating this agreement in the spaces provided below, I certify that I have read this agreement, that I agree to its terms, and that the agreement remains in effect continuously for the duration of my employment by CHURCH. I also agree that, when my employment ends, I will not keep in my possession, recreate or deliver to anyone else, any confidential, sensitive, or proprietary information whether or not it is labeled as such that I acquired while employed by CHURCH.

Employee Name

Signature

Date

DIRECT DEPOSIT AGREEMENT

This agreement authorizes CHURCH to send entries (and appropriate debit and adjustment entries) electronically or by other commercially accepted method, to my bank account(s) indicated below and to other accounts identified in the future. This authorizes the financial institution holding the Account to post all such entries.

ACCOUNT #1

MUST INCLUDE A COPY OF A VOIDED CHECK

Account #1 Type Checking Savings

Bank Routing/ABA #

Account #

Percentage or dollar amount to this account:

ACCOUNT #2 (remainder to be deposited into this account)

Account #2 Type Checking Savings

Bank Routing/ABA #

Account #

Percentage or dollar amount to this account:

ACKNOWLEDGMENT

I understand that it is my responsibility to verify that all funds are transferred into my account before I draw on these funds or have an automatic draft taken out of my account. If there is a system issue beyond CHURCH's control, and transmission did not take place, I understand the availability of my funds may be delayed. I will make provisions in the unlikely event that a problem may occur. I understand that this authorization will remain in full force until CHURCH has received written notification from me at least one week prior before a change will need to take place.

Employee Signature

Date

FOR OFFICE USE ONLY:

The above direct deposit information has been accurately completed and updated.

Completed by

Date

HOUSING ALLOWANCE

For the period [] , 20 [] to [] , 20 []

EMPLOYEE NAME

[]

MINISTRY POSITION

[]

Housing Allowance Requested **\$ [] (annual amt)

***please note that this amount may be slightly adjusted to compensate for any pre-tax deductions for benefits or retirement plans taken out as these will need to have an equal amount paid in salary in order to avoid negative wages*

Employee Signature

[]

Title

[]

Date

[]

FOR OFFICE USE ONLY:

The above direct deposit information has been accurately completed and updated.

Approved by

[]

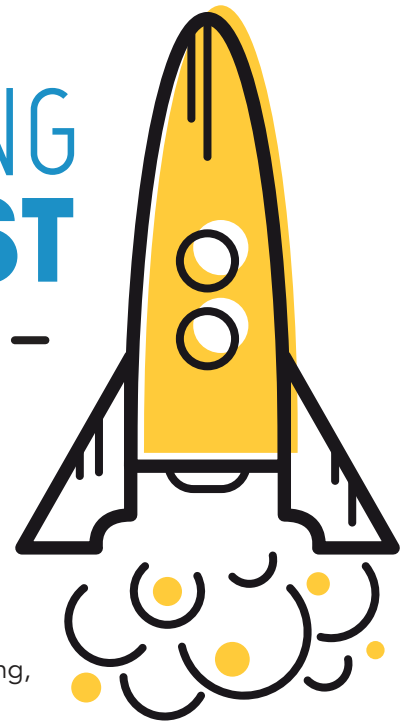
Date

[]

Title

[]

ONBOARDING CHECKLIST



BEFORE FIRST DAY

HUMAN RESOURCES:

- Get Signed Offer Letter
- Send flowers when they accept the job offer
- Send new hire paperwork including disclosure
- Benefits Enrollment paperwork & info
- Get signed job description
- Get completed portion of New Hire Paperwork
- Complete Background Check
- Confirm pay rate & job title
- Set up in payroll system
- Order Business Cards
- Update Org Chart

- Update staff roster, all staff email, add to calendar invites
- Schedule Training (HR, Executive Team, Accounting, Ministry Leader, peer)
- Schedule time with key leaders to give insight on organization goals
- Print any Hardcopy of any handbooks, processes, procedures needed
- Find out favorite snacks and have them there the first day
- 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

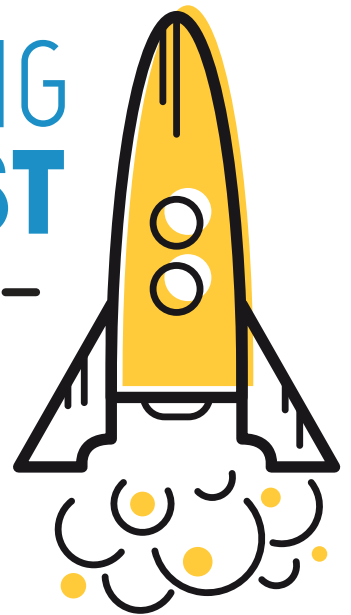
- Get computer
- Set up computer & passwords
- Set up in database
- Set up with other needed passwords

SUPERVISOR:

- Start with emails & calls before start date to keep enthusiasm high
- Send fun video of team before first day
- Prepare desk area, chair, computer
- Get office supplies needed

- Send invitations to appropriate meetings
- Schedule job training and organize job shadowing
- Set up a predetermined schedule for them to follow the first 2 weeks to get acclimated

ONBOARDING CHECKLIST



DURING FIRST WEEK

HUMAN RESOURCES:

- Schedule a meeting with staff who are excited about organization culture
- Take to new work area for the welcome breakfast
- Complete any remaining new hire paperwork
- Review benefit information
- Give notepad/pen
- Give any hardcopy items
- Give survival info - restrooms, coffee, lunch, parking, copy room
- Review systems and processes
- Provide a place to hold all documents (binder, file, or online folder)

PASTOR:

- Introduce to Church Culture
- Mission, Vision, Core Values
- Words on the Wall/Sayings/Definitions

SUPERVISOR:

- Give them organization swag (t-shirts, hats, bottles, etc.)
- Involve the entire team - decorate desk
- Explain how new hires job relates to company's mission
- Review Job Description
- Team lunch or activities
- Schedule regular 1-1 meetings with supervisor

- Meet with accounting to review fiscal procedures, if applicable
- Should be already written out How-to's with screen shots
- Train on Payroll
- Train on copiers, phone systems, voice messages, and mail
- Assign a peer coach for operational processes
- Schedule 30, 60, 90 day check in's with HR
- Books to read
- Facility Tour

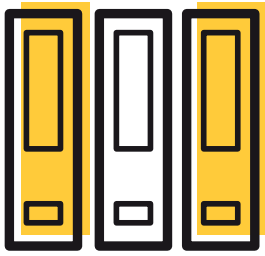
IT/FACILITIES:

- Take Staff Photo
- Update Website

AFTER THE FIRST WEEK

SUPERVISOR:

- Use new employee in areas where they can immediately contribute to a project
- Plan Team Bonding
- Create 30-60-90 Days plans & goals
- Assign online training to improve soft-skills
- Continue to regularly coach



EMPLOYEE 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 HIPAA violations.

- Files must be kept in a secure, locked location that only needed 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 FILES NEEDED

PERSONNEL

- Resume or Employment Application
- Job References/Recommendations
- Signed Offer Letter
- Signed Original Job Description & Signed Updated Job Description(s)
- Personal Data & Information
- Recruitment Records (skills testing, samples, rating sheets, transcripts, etc.)
- Acknowledgment of Employee Handbook (and other sign off forms)
- Performance Reviews
- Promotion/Pay Increase Documentation
- Disciplinary Action
- Training Certifications (credential, CPR, harassment, first aid, etc.)
- NO background checks
- Time Off records
- Records of any additions or changes to pay
- Timecards (unless online)
- Work Schedule
- W-4 form
- W-2 forms (end of the year)
- Withholding and deduction documentation
- Authorizations (overtime, pay advance, etc.)
- Work Permit or Diploma (if under 18)

I-9

- 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).*

MEDICAL

- Medical/Dental/Vision etc. applications & correspondence
- FMLA documentation
- Doctor notes, etc.

PAYROLL

- Vacation/Sick Time records

OTHER SEPARATE FILES

- Workplace Investigations
- Injury/Workers Comp
- Background Check/Drug Test
- EEO records