

HIRING PROCESS



Approval, Affirmation, and 10 Steps

This document aims to make the hiring process consistent for all positions. to grow the team with a culture that must be carefully nurtured and protected. As such, staff APPROVE the hiring of a position. So, if the President & CEO or the manager of the new hire chooses a candidate and anyone on the team feels **uncomfortable** with hiring the candidate by poll, that person is **removed** from consideration without question. Others involved in the hiring process, such as regional facilitators (RF), board members, representatives of partner organizations or foundations (outside funders) may be invited to AFFIRM the candidate before they are hired. If any of these groups do not AFFIRM the hire that has been unanimously APPROVED by staff, the staff will assess the reasons for this in further discussion and determined next steps accordingly.

1. **Job description (JD).** Drafts approved by VPs and CFO & Strategy Catalyst. Affirmed by outside funders (as needed).
 - Staff will discuss the target region of hires and other key factors alongside the strategic direction of Church/ministry.
2. **Posting.** JDs posted internally in Church/ministry and/or externally advertised in Church/ministry appropriate channels (newsletter/social media Accounts).
 - Applications and CVs will go to Church/ministry Human Resources e-mail.
3. **Applicant Pool.** The call for applicants will have a defined period. Applicants will go in a pool for review.
 - At deadline, the pool will be evaluated for a defined, agreed upon period communicated to applicants.
 - Salary ranges will be set by the President & CEO and CFO & Strategy Catalyst during this timeframe.
4. **Review.** The President & CEO and the managing VP of the new hire will review and discuss candidates for interview.
 - This happens independently. Applicants will be rated in order to determine who to interview by points.
5. **Questions.** The President & CEO and the managing VP will map questions for interviews in advance.
 - The same questions will be used in each interview; notes from each interview will be taken by managing VP

- When scheduling interviews, we will provide staff with Church/ Ministry items to read (Annual Report, 3Ds, and more)
6. **Interviews.** The President & CEO and the managing VP interview 3-5 candidates (2:1) and rate them.
 - The applicants will be rated and lists compared to see if there is agreement on a top pick.
 7. **Consensus.** If the President and VP agree on the top pick check references then go to step 8. If not, go to step 3 or 6.
 - This step calls for fasting and prayer and listening to each other to discern together what to do.
 8. **Staff Interview.** If the staff interview and approve the top pick unanimously, then go to step 9. If not, go to 3 or 6.
 - Again, this step calls for fasting and prayer and listening to each other to discern together what to do.
 9. **Affirmations.** The candidate interviews with a board member, RF, and/or outside funder to affirm the appointment.
 - This has been a special step to connect the people who will collaborate while maintaining hiring authority.
 10. **Offer.** With approval and affirmation, the managing VP and the CFO & Strategy Catalyst discuss offer and hiring.
 - We discuss "offer and commitment form" (compensation and expectations) for the candidate to consider.

During the hiring process we must start to envision how we will resource the new hire with a computer, phone, and other tools needed to perform the job in the first 100 days on the job. This will shape discussions on start date. The President & CEO and the CFO & Strategy Catalyst will set salary ranges for maintaining financial controls in advance. The managing VPs can suggest the compensation level within the range, but final approval rests with the President & CEO. In short, don't promise a level of pay without advance approval. The managing VP will map a timeline to help the person get oriented and moving as soon as possible in their role for approval by the President & CEO. Essentially, the President & CEO did most of these steps for the first hires.