



L2L

A ministry of CCMBC

Hiring well, terminating better

This workshop explores best practices in hiring & terminating employees within the Christian organization. The **best time** to talk about how one's employment will end is **before it begins**.

BEFORE YOU HIRE...

- Pray

We are prayer permeated

When prayer comes first, we unleash God's power.

BEFORE YOU HIRE...

- Have a clear future picture of your organization
 - sandbox

HAVE CLARITY REGARDING YOUR . . .

Mission

The reason for our organization's existence.
Clarifies what we want to accomplish

Preferred Culture

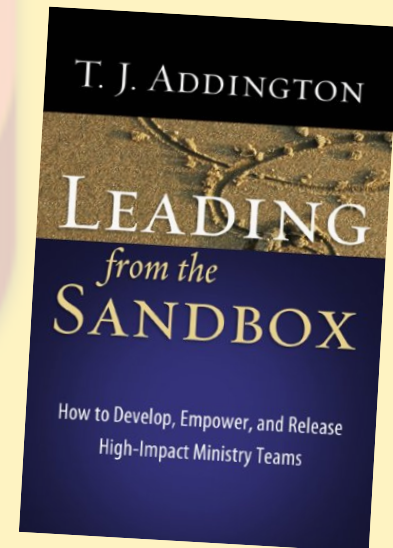
The culture we must create if we are going to realize the potential of our organization and accomplish our mission

Guiding Principles

Defines core commitments we want everyone to live by and clarifies those things that are nonnegotiable

Central Ministry Focus

The most important thing we must do, day in and day out, to fulfill our mission



BEFORE YOU HIRE...

- Have a clear future picture of your organization
 - Sandbox
- Have a clear picture of the current culture of your organization
- Have a clear picture of how a new employee fits into your organization and its culture
- Write up the desired outcomes of the position
 - when the doing is done, this is what will have been done...
- Write up a **Position Description**
 - if your organization has a position description template, use it

Sample

POSITION DESCRIPTION

- **Position title:** *Associate Director*
- **Reports to:** *Director*
- **Direct reports:** *Sales Manager*
- **Location:** *Saskatoon*
- **Time allocation:** *1.0 position*
- **Travel:** *Low/seasonal*
- **Revision date:** *September 15, 2014*

1. Position Summary:

- *What précis captures the essence of the role?*

2. Outcomes of Position

- *What is the purpose and function of the position?*

3. Accountability

- *Who is this position accountable to?*

4. Limitations of Authority

- *Decision-making latitude; financial restrictions, i.e. not spending more than is authorized annually;*

5. Key Responsibilities

- *What are the major responsibilities and tasks in descending order of importance?*

6. Professional/Technical Background

- *What is the specialized knowledge, education and experience required to perform this role?*

7. Skills and Attributes

- *What are the skills and/or attributes necessary to perform effectively in this role within the organization?*

BEFORE YOU HIRE...

- Know your salary range and benefits

The rule of thumb is that if you can offer a competitive salary, do so. If you can't, offer benefits. Small organizations often end up in the latter category. Benefits send important signals about culture and stability.

adapted from *How to Improve your Hiring Practices*, Christine Lagorio-Chafkin
at <http://www.inc.com/guides/2010/04/improving-hiring-practices.html>

BEFORE YOU HIRE...

- **Advertising**

- Static and passive
 - Website, periodical, bulletin board
- Dynamic and proactive
 - Who out there is doing what you want done (head hunt)
 - Mine your network of relationships (conference pastor)
- Bottom line: don't put all your eggs in one basket

BEFORE YOU HIRE...

- **Resumes**

- As a courtesy, respond to every applicant with a form letter
 - *“We acknowledge receipt of your resume. Thanks for your indication of interest in our position. We will be receiving resumes until Sept 15, 2014 and will only be in further dialogue with individuals whom we’d like to follow up.”*
- Decide how resumes will be processed
 - alone or in team?
 - as they come in or in batches?

NARROWING AND SELECTING

- Before you read a single resume, read your **Position Description** first—as well as your **Sandbox**—and keep reading these often
- **First reading:**
 - cover up the names
 - read resumes in bunches, and **sort them into piles** based on degree of alignment with Position Description
- **Second reading:**
 - read **most aligned batch**, and make margin notes/questions
 - make new piles
- **Third reading**
 - expose names
 - read **most compelling batch**, prioritize

NARROWING AND SELECTING

- Third reading...and no, you are not even close to hiring yet 😊
 - expose names
 - read most compelling batch, prioritize three you want to explore
 - start writing behavioral questions (x10) to ask applicant
 - A **behavioural question** is based on the principle that the best predictor of future performance is past behaviour. Look for the specifics of what a person has done, rather than what they think or feel.
 - *Tell me about a time when you helped an organization transition for workers functioning in silos to the point where they functioned as interdependent team members.*
 - also write **specific questions about details**
 - I see you studied at Brock University. Who was the president during your time?

FIRST INTERVIEW

- Call your top three selections for telephone interviews
 - 60 minutes
 - ask your questions. Keep careful notes of answers
 - indicate you will be calling references
 - when done, write down your perceptions of the interview
- **Withhold judgment** on any applicant until top three have been interviewed; treat this as a research project
 - “One of the reasons people do such a poor job in hiring, is that they just want to get it over with. Really take your time, do it right, and ask yourself the question, constantly, 'is this person good enough? Is this really the right person, or am I just trying to end my misery?'”

(taken from Matuson at <http://www.inc.com/guides/2010/04/improving-hiring-practices.html>)

SECOND INTERVIEW

- Review **Sandbox** and **Position Description**
- Review the notes from all three interviews
- Prioritize again
 - Develop new questions based on your perceptions. Later on, after a poor hire, it will be the questions you didn't ask but wish you had, that will annoy you!!!
- Decide on top two; call and re-interview by phone
 - 45 minute
 - faith story and current faith journey
 - ascertain familiarity with our statement of faith
 - make notes
 - Get a colleague from your **Sandbox**, and who knows the **Position Description**, to do an interview. Give colleague the resume, but not your notes or impressions

INTERVIEW REFERENCES

- Review **Sandbox** and **Position Description**
- Select top application
- Call references
 - 25 minutes
 - be careful with references. They obviously know the applicant far better than you, but they can also try to sell you on the applicant. Use your notes to develop key behavioral questions to *throw references off* rehearsed talking points
 - make notes

THIRD INTERVIEW

- Review **Sandbox** and **Position Description**
- Review the notes from your interviews, the references, as well as your colleagues' interviews
- Meet applicant face-to-face
 - Develop new questions, based along the lines of, “You said...this. As I reflect further, I’m left wondering how you would respond to this scenario (something from within your organization that needs to be developed or changed).”

DECIDE

- a hiring should be a celebration
 - has God's Spirit given you a green light?
 - what's his Spirit saying to your spirit (gut sense)?
 - scripture come to mind?
 - Shalom?
- If celebration isn't what you are feeling
 - better to go slow than fast
 - better not to hire than to hire the wrong person

OFFER LETTER

- Write a clear, succinct Offer Letter with all relevant details
 - affirm what attracted you to this particular applicant
 - why you believe they will fit into your organization/team
 - weave in your **Mission** and **Central Ministry Focus**
 - salary offer & benefits; vacation schema
 - desired starting date
 - equipment
 - my aspirations for the success of the applicant in my organization
 - attach **Position Description** and **Sandbox**
 - include blank signature & date lines

ORIENTATION

- The **first half** of an employee's **first day** on the job is **mine**.
 - Before anyone or anything else gets to them, I get to them
 - I will never have someone's attention to the degree that I do on the first day
- My goal is to ensure clarity on outcomes and to shape culture

ORIENTATION

- Read PD daily for a month. Let it orient you. Help you say no/yes
- My job is to **make the weather** in which you thrive on mission, to help you be effective in the role for which I have hired you

- Christ-likeness
- hospitality
- collegiality
- commitment to prayer
- openness
- trust
- creativity (including the willingness to make mistakes and learn from them)
- “all for one and one for all” attitude
- push-pull to explore differences (our personality, style, intellectual differences are often the place where breakthroughs await)
- naming and addressing of issues whatever they may be
- humor

ORIENTATION

- Mostly my door is open. Come stand in my doorway. I will in yours
- When my door is closed, knock and come in. You always get five minutes. Then leave. I've got work I must do
- In order to be able finish each other's sentences, we'll meet regularly for staff meetings—to catch up, read scripture, pray, evaluate, dream, visionize
- Confidentiality is important to our team. I don't tell other people's stories. I expect the same of others
- Once you are working effectively I'll likely need to recalibrate how I do my job. You can advise me. I am a life long learner
- I travel a bunch. Here's how you can get me...numbers

ORIENTATION

- Don't cc: me just to give the impression that you are working. But if the info is crucial to me, please cc
- Keep tabs on your own hours
- Take days off. Sabbath. Vacation. If you need a 'me day' for renewal, you have it. Tell me
- Your marriage is important to me. If you're not a great marriage partner, you likely won't be a great employee
- Write a monthly 1-page Reflections and Projections piece for my eyes only
- On this team in our humanity we are equals and peers

ORIENTATION

- I am paperless. PDF me.
- It's your job to adhere to the policy manual, not my job to tell you what's in it
- I will evaluate you informally at 6 months, formally at 12, informally at 18, formally at 24
- Nothing I tell you at 12 months will surprise you, cause I will have already told it to you. Evaluations aren't surprises. They are part of a pattern
- Evaluations are just data. It is what we do with the data that counts. You'll be asked to write a personal development plan following your evaluation

ORIENTATION

- Evaluations usually have one of three outcomes
 - **Two Thumbs Up!!** Keep doing what you are doing. You are making a difference fulfilling our mission, living out the **Position Description**
 - **Mid-course correction is advised.** You are doing many of the things that make a difference in our mission, yet a couple 2% course corrections would make a significant difference
 - **This isn't working.** The fit, the position, the chemistry...for whatever reason, for the sake of the mission, we're going to part company with you. How can I help you find a new job?

ORIENTATION

- Let's talk about how your employment will end
 - Graciously
 - Open and candid conversation, even if it is hard
 - A celebratory meal with a few guests, to celebrate your accomplishments and thank you
 - My two rules
 - “day after coffee” rule
 - “hire you back” rule, given the right set of circumstances

ORIENTATION

- I end the orientation with the same words that ended my Offer Letter:
 - *“It is my sincere prayer that one day you will look back on this “chapter” of your life as one in which you became more like Christ and grew deeper in love with his church and its mission; that you grew in your capacity to resource leaders and churches for optimal Kingdom effectiveness; and that you made a godly difference in the team with whom you worked.”*

BEFORE YOU TERMINATE...

- Pray

We are prayer permeated

When prayer comes first, we unleash God's power.

TERMINATING

- Once it is clear to you that a termination needs to occur, apply your mind to envisioning each element of the process—before you utter a public word
- Freeze frame the process, and develop a scenario for each frame
- Re-read the **Position Description**
- Read through your evaluation notes, the employee's personal development plan, and the employee's file

TERMINATING

- Decide if the termination is for *Just Cause* or for *No Cause*
 - **Cause**
 - don't have the requisite skills and have proven unable to learn the skills, as verified by the employee's file
 - Warnings have been issued, noted in employee file, but not heeded, over a period of time
 - Severance not legally required when termination is for cause
 - **No Cause**
 - Organization is restructuring; work has become redundant
 - Either Working Notice (equal to number of severance weeks) or Severance is required

TERMINATING

- Read British Columbia's

“Termination of Employment Factsheet”

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<http://www.labour.gov.bc.ca/esb/facshts/termination.htm>

TERMINATING

- Be gracious
 - A hard ending makes for sleepless nights—and more of them.
 - For both employee (incl. spouse) and employer (incl. spouse)
- Celebrate what you can
 - A celebratory meal with a few guests, to celebrate your accomplishments and thank you
- Find out how the employee is doing a few weeks or months later
 - Email or phone



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Questions and Comments?

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