

RECRUITMENT PATH



- Prayer
- Decision
- Recruitment Schedule
- Role Description

- Advertise
- Network

- Receive CVs
- Long-list
- Manage Candidates
- Interview Questions
- Conduct Interviews
- Short-list
- Psych Assessment
- Sermons (work products)
- Referees
- Further Interviews

- Make Offer
- Induction
- Plan for Development

RECRUITMENT PROCESS

STAGE	STEP	ACTIONS/ADVICE
Setting Up	1. Pray	If you need to fill a role at your church, you're probably praying about it already. This is a reminder to keep it up!
	2. Recruitment schedule	Plan your recruitment using the steps below. Work out who will be involved in each step (recruitment committee? interviewers? booking interviews?) as well as when you'll do it (how long will you advertise for? how many are you expecting to interview and how long will that take? limitations of candidates or interviewers e.g. holidays, exams...). Having this in place assists in driving the process forward as well as helping candidates know where they are in process and what to expect.
	3. Job Description	<p>This step feeds many of the next ones so it's important to spend time thinking about this to get it right. What is the role that you're looking to fill? List the tasks and consider the competencies you're looking for. What will this person need to believe, be like and do in order to do this role well? Consider:</p> <ul style="list-style-type: none"> • theological position • character and quality of relationships • nature of the ministry team they'll be joining • nature of congregation(s) they'll be ministering to • nature of the community beyond the church <p>Once you've considered these things, document them in a Job Description and review it with the recruitment committee, ministry team, Parish Council. This ensures that the expectations of the person in this role are clear for that person, the team and the church.</p>
Sourcing	4. Advertise	You need to get word out there that this role is open. Identify where you are most likely to find the right candidates and advertise there, both hard copy and electronic. Use the Job Description to write a brief advertisement of the role you're looking to fill. Attach the Job Description to electronic advertisements if possible. Ensure there is a contact listed for candidates to call or email to make enquiries. Provide a deadline to receive CVs.
	5. Network	Advertising only goes part-way to finding the right person. In ministry, you and your team may well have some ideas of contacts who might be suitable for the role. Call contacts to find out who might be available or looking for a role similar to yours. Ask ministry/ lay leaders to do the same.

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STAGE	STEP	ACTIONS/ADVICE
Selecting	6. Receive CVs	Ask candidates to email a CV (+/- links to recent sermons?) to your point of contact, who should acknowledge receipt.
	7. Long-list	Once your advertised deadline has been met, review the CVs received. If there are too many candidates to interview, select those whose experience most closely fits your job description. If there are not enough candidates, consider if you need to re-advertise or work your networks further.
	8. Manage candidates	The way you communicate with the candidates for your role gives them insight into you! At each stage, let the candidates know where you are up to. If you have definitely ruled a candidate out, call them to let them know and be prepared to give them feedback as to why.
	9. Develop interview questions	A consistent set of behaviourally-oriented questions is essential to ensure a robust and fair recruitment process. Use the Job Description to write a set of questions that cover the core features of the role. Past behaviour is the best predictor of future behaviour so write the questions asking for the candidate's experience e.g. 'tell us about a time when...', 'when you were working here, did you experience X? How did you manage it?'... See examples below. Ask each candidate the same questions so you can compare their answers. Work out which interviewers will ask which questions (if there's more than one). Check the number of questions you want to ask will fit in the time you'd like to give to each interview (suggest 1-1.5hrs).
	10. Conduct interviews	An interview is an opportunity for you to meet and understand the candidate and for them to meet you and understand the role! If possible, try to hold the interview at the church or the place they'll be working in to allow candidates to 'get a feel for the place'. Be welcoming and establish rapport with the candidate. Introduce the interviewer(s), offer the candidate water/ tea etc. Explain how you'll be running the interview e.g. give a short description of the role as per Job Description, briefly running through CV, behavioural interviewing "so we'll be asking for examples and looking to see how your past experience might fit in with this role"... Pray together Ask the interview questions. Give the candidate time to consider their answers and try not to prompt them or lead an answer. Reword a question if they're struggling to answer. Allow time at the end for the candidate to ask

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		questions of you. Ask for referees they'd be comfortable for you to contact and for links to past sermons (or other work products if appropriate). Take note of the candidate's answers along the way. After the interview, note down the candidate's strengths, areas you'd like to continue to probe, potential limitations
	11. Short list	After interview, narrow candidates down to 2 or 3.
	12. Psychometric assessment	Psychometric testing provides additional information on your candidates, broadening your understanding of them and helping you to make an informed decision about the appointment. Be careful to use tools that are appropriate for recruitment purposes e.g. abilities tests, OPQ, SavilleWave etc. Note well: Myers Briggs (MBTI) and DISC are not recommended for recruitment.
	13. Listen to sermons	If the role includes preaching, make sure you listen to previous sermons given by your shortlisted candidates. Ask as many in the recruitment committee to listen as possible to ensure a breadth of response. This will help you gauge candidates' theology, structure, application and delivery.
	14. Check references	Contact the referees you've been given to follow-up questions that you have about the candidate stemming from the interview, psychometric testing & listening to sermons. Describe the role and ask referees if they believe the candidate would be appropriate to fill it. Any reasons why they wouldn't recommend them?
	15. Second interview	May or may not be necessary. If you have a preferred candidate, a second interview can be helpful to introduce the candidate to additional members of the recruitment or ministry team. It can also provide an opportunity to more closely review the job description and employment conditions, enabling the preferred candidate to ask more questions. This may also be an opportunity to invite a married candidate to introduce their spouse.
Sustaining	16. Make offer	Collate all the information you have about your candidates. Decide on your preferred candidate based on the combined information you have and how closely that fits to the Job Description. Offer the role to your preferred candidate. Ensure that they understand the employment conditions. Don't be surprised if they want a short period to consider it. If you have a close second candidate, you may want to

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		<p>hold off on contacting them before you have a definite answer on your first offer. Once a candidate accepts, send them a letter of offer and include the Job Description so they know what they are signing up for!</p>
	17. Induction	<p>Employees in the secular world stay longer in companies where they were inducted well. When the appointee starts, ensure they are introduced well. Provide opportunities to meet the ministry team, members of Parish Council, congregations... Include spouses and children, as appropriate.</p> <p>Develop an induction program which outlines activities for the first day, week, month and a 'catch up' after three months.</p> <p>Create space in your diary to take the new appointee out for lunch and spend quality time getting to know them as a person (as opposed to a candidate). At the same time, be open about yourself and the things that are important to you. Mention how you process information and how you like to be kept up to date (i.e. do you prefer verbal briefings, written documents or a combination of the two?). If your new employee understands you better and you know what brings out the best in them, it will bode well for an effective working relationship.</p>
	18. Plan for development	<p>Don't leave it there! You've got some great information about this person - their strengths and their areas for development. Use this to help them grow in self-awareness and to create a plan for further develop in ministry.</p>

RECRUITMENT SCHEDULE

Activity	Those Involved	Timeframe	Progress
Setting-Up			
Create Recruitment Schedule			
Write Job Description			
Sourcing			
Write advertisement			
Place advertisements (incl. deadline)			
Network: call those who might be interested/ know of someone...			
Preliminary discussions with potential candidates			
Selecting			
Receive CVs, links to sermons			
Listen to candidates' sermons, review other material (bible studies?)			
Decide who to interview			
Arrange Interviews			
Interview candidates			
Long-list 4 candidates			
Notify unsuccessful candidates			
Conduct reference checking			
Swap candidates' sermons to listen to			
Shortlist 2 candidates			
Notify unsuccessful candidates			
Arrange further meetings e.g. meet with spouse, family			
Run psychometric assessments			
Conduct 2 nd interview(s)			
Make offer			
Schedule Induction			
Arrange letter of offer, start date			
Create ministry development plan			