

## **HUMAN RESOURCES: Practices and Tools**

This Web site provides information which is usually applicable to persons paid by the central treasury of the Iowa Annual Conference of the United Methodist Church. It is made available on the Web for the convenience of those persons.

The information may also be of use to local churches and other church-affiliated organizations. There is no liability assumed by the Conference if a local church or other entity uses these resources.

# Human Resources: Practices and Tools

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## EMPLOYEE OR CONTRACTOR/CONSULTANT?

*These questions should be considered in determining if a person doing work is an employee or contractor/consultant*

<u>Employee</u>	<u>Contractor/consultant</u>
<ul style="list-style-type: none"> <li>• Complies with organizations's instructions *</li> <li>• Is trained by the organization</li> <li>• Is integrated into the organization's direction and control of the organization</li> <li>• Is required to <u>personally</u> perform services for the organization.</li> <li>• Cannot hire, supervise or pay own assistants</li> <li>• Has a continuing relationship with the organization</li> <li>• The organization establishes hours for worker</li> <li>• Required to devote full-time work to the organization</li> <li>• Must usually complete work on the organization's premises</li> <li>• Required to follow the organization's routines and schedules</li> <li>• Required to submit oral/written reports to the organization</li> <li>• Worker is paid hourly, weekly or monthly by the organization</li> <li>• The organization reimburses for travel or business expenses</li> <li>• The organization furnishes significant tools, materials and equipment</li> <li>• Does not make significant investment in own facilities, office space unrelated to the organization</li> <li>• Does not realize economic profit/loss as a result of services to the organization</li> <li>• Primary services are to the organization</li> <li>• Does not make service available to the general public</li> <li>• The organization retains the right to "fire" the employee</li> <li>• Worker retains the right to terminate relationship with the organization without incurring liability</li> </ul>	<ul style="list-style-type: none"> <li>• Worker determines when, where and how to complete work</li> <li>• Worker is not trained by the organization, possess the skills necessary to complete the assignment without training</li> <li>• Worker is not integrated into the business operations, directions or control of employer other than to the degree that the contract obligation are fulfilled</li> <li>• Worker can hire others to perform services of the contract with the organization.</li> <li>• Worker independently hires, supervises and pays own assistants</li> <li>• Worker has a limited relationship with the organization according to the contract</li> <li>• Worker establishes hours of work based on fulfilling contact obligations</li> <li>• Worker may devote time to other business than the organization</li> <li>• Worker may perform work at the location best suited to the contract and nature of assignment</li> <li>• Worker establishes own pattern of work</li> <li>• Worker is not required to submit oral or written reports regarding the status of the contract obligations routinely</li> <li>• Worker is usually paid upon completion of project</li> <li>• Worker is not reimbursed for business expenses but can charge for expenses</li> <li>• Worker furnishes own tools, equipment, materials</li> <li>• Worker makes a significant investment in own facilities unrelated to the organization</li> <li>• Worker realizes economic loss/profit directly related to his/her services</li> <li>• Worker performs work for more than one employer at a time</li> <li>• Worker makes services available to the general public</li> <li>• Employer does not retain the right to "fire" a contractor-- termination of the relationship is governed by the terms of the contract</li> <li>• Worker does not retain the right to terminate relationship without incurring a liability--termination of the relationship is governed by the terms of the contract</li> </ul>

\*"Organization" may be the Iowa Annual Conference, local church, or other entity connected with the Iowa Annual Conference

## **CONSULTANT AGREEMENT**

The Consultant Agreement is provided if the Conference, a local church, or other organizations associated with the Iowa Annual Conference desire to retain services of a consultant. The names of both parties need to be inserted into the document.

## CONSULTANT AGREEMENT

1. **INTRODUCTION.** This agreement made and entered into this day of \_\_\_\_\_, 20\_\_\_\_, by and between the organization and \_\_\_\_\_, having its principal place of business at \_\_\_\_\_ (“Consultant”).
2. **RETENTION AS CONSULTANT.** Iowa Annual Conference retains Consultant as a consultant and said Consultant agrees to render services upon the terms and conditions set out in this agreement.
3. **DESCRIPTION OF SERVICES.** During the term of this Agreement, Consultant will furnish consulting services as requested by The Iowa Annual Conference Human Resources Committee. The services will relate to work being done or planned by the Iowa Annual Conference within the area of Consultant’s technical competence, and will specifically include the following (specify content area, activities, results, preparation material and summation/follow-up material as well as anticipated dates):
4. **WHERE SERVICES ARE TO BE PERFORMED.** Consultant’s services will usually be performed at \_\_\_\_\_ and/or any such other places that are appropriate and are mutually agreed to by the Consultant and the Iowa Annual Conference.
5. **COMPENSATION.** Iowa Annual Conference will pay Consultant a consulting fee not to exceed \$\_\_\_\_\_ in total for completion of work to be performed as described above. This amount will be paid (specify terms)  
\_\_\_\_\_.
6. **EXPENSES:** Iowa Annual Conference will pay for Consultant’s reasonable expenses (lodging, meals, travel) not to exceed \$\_\_\_\_\_ per day.
7. **PARTICIPANT EXPENSE.** Iowa Annual Conference will pay Consultant personally or, if legally appropriate, his/her company (specify) \_\_\_\_\_, the of amount of \$ \_\_\_\_\_ for
8. **CONSULTANT AS INDEPENDENT CONTRACTOR.** Consultant will furnish Consultant’s services as an independent contractor and not as an employee. Consultant has no power or authority to act on behalf of, represent, or bind Iowa Annual Conference, Iowa Annual Conference employees, or any company affiliated with Iowa Annual Conference in any manner. Iowa Annual Conference shall not be responsible for the acts and behavior of Consultant.
9. **FAILURE TO PERFORM.** Should Consultant fail to perform the specified duties or fail to attend scheduled meetings at no fault of Iowa Annual Conference, Iowa Annual Conference may terminate this Agreement in its entirety. Should Consultant be unable to perform the specified duties or fail to attend scheduled meetings due to acts of God (weather, war, strike, etc.), Consultant shall work with the Conference to reschedule the event. If Consultant and the Conference are unable to schedule an amicable time, Iowa Annual Conference may terminate this Agreement.
10. **USE OF WORK PRODUCT.** With respect to all materials developed under this Agreement, the parties are creating a “for-hire relationship” granting full, effective and exclusive original ownership of all tangible and intangible property and materials which may be developed during the course of Consultant’s service to the Conference. Consultant further agrees to assign to Conference any right, title, and interest to any and all ideas, suggestions, discoveries,

improvements, software and innovations, whether patentable, copyrightable or otherwise protectable or not which Consultant may invent, discover, originate or conceive during the term of this consulting relationship with the Conference.

**11. CONSULTANT NOT ENGAGE IN CONFLICTING ACTIVITIES.**

During the term of this Agreement, Consultant will not enter into any activity, employment or business arrangement, which conflicts with the Conference's interests or Consultant's obligations under this Agreement. Consultant will advise the Conference of its position with respect to any activity, employment, or business arrangement contemplated by Consultant, which may be relevant to this paragraph.

**12. MUTUAL NON-HIRE PROVISION.** Without the prior written consent of the other party, both agree not to recruit or hire any personnel of the other for a period of one (1) year after the completion or termination of this Agreement.

**13. CONFIDENTIAL INFORMATION.** Consultant will treat as confidential and proprietary any information belonging to the Conference, or any third parties, disclosed to Consultant in the course of Consultant's services. Any recommendations made and work products produced for the Conference by consultant shall also be considered confidential and proprietary information of the Conference. Consultant shall instruct its employees, officers, and agents that confidential information is proprietary to the Conference and that it is to be held in strict confidence by said parties.

Consultant shall, within ten (10) days, upon request of the Conference or upon termination of this Agreement, promptly return to the Conference all Confidential Information received by consultant pursuant to this Agreement, together with all copies or any other form of reproduction.

**14. APPLICABLE LAWS.** Consultant agrees to abide by all rules and regulations applicable to the consulting business. Consultant further agrees to furnish all records required to evidence compliance with the various laws applicable to the business of consulting upon request.

**20. TERMS OF AGREEMENT.** This Agreement shall continue in effect for the period \_\_\_\_\_, 20\_\_\_\_ through \_\_\_\_\_, 20\_\_\_\_. This Agreement may be terminated upon written notice by either party to the other party. If this Agreement is terminated by either party, the Conference shall only be liable for payment of consulting fees earned as a result of work actually performed prior to the effective date of the termination. If Consultant has received partial payment and the Conference does not believe sufficient results have been delivered to the Conference to substantiate such payment. Consultant is liable for return of payment.

**21. ENTIRE AGREEMENT.** This constitutes the entire Agreement between the Conference and Consultant and there are no other agreements or understandings, either written or oral. This Agreement may not be modified or amended except in writing.

**22. GOVERNING LAW.** The construction, interpretation and performance of this Agreement, and all transactions under it, shall be governed by the laws of the State of Iowa.

**23.** If any part of this agreement is ruled illegal by a court such a ruling shall not invalidate the remainder of the agreement.

The Iowa Annual Conference of  
the United Methodist Church

Consultant's Firm Name

By: \_\_\_\_\_

\_\_\_\_\_  
Name and Title

By:

\_\_\_\_\_  
Name and Title

## FILLING A POSITION: THE PROCESS

Determine specifics of the position

- Job description
- Compensation
- Benefits
- Start date
- Hiring authority
- Supervisor
- Must the selected candidate be Christian as well as United Methodist?

Determine how the position will be filled

- Advertised
  - Internally
  - Newspapers/ "Advertised"/ Journals/ Web sites/ E-mails
  - Posting/flyers at other organizations
  - Professional association contacts
  - Iowa Workforce Development
  - Personal networking

Determine who will be involved in the search

- Search Committee
  - Who (Including guidelines of Rules of Order)
  - Extent of their involvement
  - Do they recommend or select the candidate?
  - To whom apply
  - Who will send correspondence to applicants
  - Who will communicate with applicants
  - Who will select applicants to interview (phone, in-person)?

Determine the ideal candidate profile. Utilize this profile to screen applicants and to do the interview evaluation. See the "Interviewing Assessment".

- Specify the search plan - who will do what and when

Conduct the interviews. An interview by one team may be used. Team interviews in which small teams interview, at separate times, the same candidate may also be appropriate. Sample tools are provided if a total team interview process is used.

- "Interviewing Assessment"
- "Team Leader Guidelines"
- "Interview Guide"
- "Interview Assessment"

Select the candidate

- Conduct reference checks
- Conduct background checks (if appropriate)
- Offer the position

**GENERAL APPLICATION \***

**IOWA ANNUAL CONFERENCE  
THE UNITED METHODIST CHURCH  
500 E. Court Ave., Suite C  
Des Moines, IA 50309  
515-283-1991**

Date:

**PERSONAL INFORMATION**

Name: Home Phone ( )

Mailing Address: Work Phone ( )

City: State: Zip:

E-mail address:

Local Church/Denomination Membership or Affiliation:

If United Methodist clergy, state Annual Conference membership:

**EDUCATION BACKGROUND**

\*Provide the job description with this application form.

	<b>Name &amp; Location</b>	<b># Years Attended</b>	<b>Degree Graduated</b>	<b>Major Area of Study</b>
College or University				
Graduate School				
Other Graduate Educational Experiences				

**OTHER**

- A. Is there anything that would keep you from performing the essential functions of this position (see job description)?  
 Yes       No
- B. Have you ever been convicted of a felony?  
 Yes       No
- C. Have you ever been convicted of a sexual and/or power abuse charge?  
 Yes       No
- D. Have you ever been disciplined or terminated for discrimination or harassment in the workplace?  
 Yes       No
- E. Have you ever been disciplined or terminated for violence in the workplace?  
 Yes       No
- F. Are you legally authorized to work in the U.S.?  
 Yes       No
- G. Can you provide required proof of eligibility to work in the United States?  
 Yes       No

**WORK EXPERIENCE**

(Church professional's note: For type of work, list nature of ministry experiences)

- 1. Current Employment:

Position:

Type of work:

Current salary:

Dates of Employment:

Reason for leaving:

Name, address and telephone number of immediate supervisor: (May we contact this supervisor?     Yes       No)

- 2. Name of Past Employment:

Position:

Type of work:

Salary:

Dates of Employment:

Reason for leaving:

Name, address and telephone number of immediate supervisor: (May we contact this supervisor? \_\_\_ Yes \_\_\_ No)

3. Name of Past Employment:

Position:

Type of work:

Salary:

Dates of Employment:

Reason for leaving:

Name, address and telephone number of immediate supervisor: (May we contact this supervisor? \_\_\_ Yes \_\_\_ No)

4. Name of Past Employment:

Position:

Type of work:

Salary:

Dates of Employment:

Reason for leaving:

Name, address and telephone number of immediate supervisor: (May we contact this supervisor? \_\_\_ Yes \_\_\_ No)

**REFERENCES**

Please provide at least three references you have known for some time who are not related to you. Please tell how you know each of them.

These references may be contacted upon receipt of your application and letters of reference may be included by you in the application.

	Name	Address/Zip	Phone	Relationship
1.				
2.				
3.				

I affirm that the information provided on this application or in connection with the processing of this application (and any resume or accompanying documents) is true and complete to the best of my knowledge. I understand that if employed, false statements, significant omissions, or misleading information regardless of when discovered, made on or in connection with my application and accompanying documents may result in dismissal.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**CONSENT AND RELEASE**

I hereby consent, as a part of my application for employment with the Iowa Annual Conference of the United Methodist Church, for the Conference to check and discuss with references and former employers of mine my work and for the Conference to conduct a criminal background-records check and a credit history check. In exchange for the Conference considering me for employment, which I acknowledge as good and valuable consideration, I release the Conference and its employees or volunteers and the entities I have identified as references or former employers, from any and all liability with respect to the Conference obtaining information from my references and former employers and from the Conference's conduct of a criminal records background check and a credit history check.

It is my understanding that the Conference may check references and former employers and may conduct a criminal background-records check as well as a history credit check. I affirm that I have no objection to these investigations or checks, and that I release and hold harmless the Conference and its employees from any and all liability and/or claims based on the conduct of these checks and the information obtained.

Date: \_\_\_\_\_

Applicant

Date: \_\_\_\_\_

Witness

**SPECIFIC POSITION APPLICATION**  
**(For a sample position only)**

**RESUME**

Please prepare and enclose a resume that describes your background, education, work experience, and innovative projects you have initiated relevant to this particular position. Indicate professional and civic involvements as well.

**STATEMENT**

Please prepare and attach as extensive a statement as necessary for the following:

1. Describe how you feel your background and experience relate to the functional requirements of a position in which there is a need to vision, coordinate, and act strategically.
2. Describe your understanding of how this position will enhance the relationship among the conference leadership and the general membership of the Conference.
3. How does your faith relate to your understanding of the church and its future?
4. How can you enhance and facilitate the work of the Iowa Annual Conference?
5. Based on the information available, what is your vision for this position?
6. Describe your relationship to and involvement in:
  - a. Local church experiences
  - b. District work and/or Annual Conference work
  - c. General and Jurisdictional agencies (be as specific as possible regarding duties)
  - d. Ecumenical and interfaith experiences
7. Describe your continuing education in areas such as youth and youth ministry, spiritual formation, contemporary culture, and/or leadership development.

**Mail completed application to:**

500 E. Court Avenue, Suite C  
Des Moines, IA 50309

## INTERVIEWING GUIDELINES

1. Interviewing goal
  - Is this candidate a good match for this position?
2. Obtaining good information
  - Spend limited time on details and the resume
  - Avoid asking extraneous questions
3. Listen more than talk
  - Talk only about 20% of the time
  - Scenarios are good but take a lot of time
4. Probe
  - Do explore “What do you mean by that?” “Tell us more.” “How did that come about?”
  - Avoid letting the candidate wander
5. Enhancing the quality of information you obtain
  - Use everyone’s expertise
  - Know why you’re asking a question
  - Ask questions briefly
  - Find out any barriers a candidate could have to accepting the job if offered
  - LISTEN
  - Take notes
  - Be very practical
  - Prepare questions ahead of time and then ask the same questions of all candidates.
6. Do not ask questions, because they often are illegal, about or related to:
  - Age
  - Gender
  - Family
  - Religion (Unless previously determined to pursue)
  - Citizenship
  - Disability
7. Past behavior is the best predictor of future behavior. Ask a lot of questions like “Tell me about a time when you...” and give a specific situation.

## TEAM LEADER GUIDELINES

- Welcome candidates and ensure that candidates are in their assigned rooms.
- Collect the names of references.
- Ensure the time schedule is maintained
- Lead the team in selecting interview questions.
- Collect input from your team on each candidate.
- Summarize your team's input for the Search Committee.

### **Interview**

- Thank them for coming
- Make introductions.
- Restate the interview time.
- Review the position (if needed)
- Describe the time line.
- Invite the candidate to talk for a couple of minutes about their interest in and qualifications for the position.
- The team leader asks the first question.
- When time ends, ensure you know how to contact the person when needed and thank them.

## **INTERVIEW GUIDE**

- As a team, select questions to be asked and decide who will ask each question.
- Please ask those questions of all candidates.
- Utilize follow-up questions to probe for additional information.
- When your team has completed interviewing a candidate, complete the assessment form.
- When all interviews are complete, discuss your comments and ratings.
- Your group leader will reflect your input and will present the team input to the Search Committee.

## **EXPERTISE AREAS AND SAMPLE INTERVIEW QUESTIONS**

### **GENERAL INTRODUCTORY**

1. Describe your background as it relates to this position.
2. Why do you want this position?
3. What skills do you most offer for this position?
4. What might you need to learn in this position?
5. What is your interest in working for a church related organization?

### **VISION**

**Creatively identifies the future direction, plans for the vision through development of a strategic plan and implements it.**

1. Please describe a situation in which your visionary and implementation skills were evidenced.
2. How do you build a vision for an organization like ours?
3. What processes have you used to build a strategic plan and how would you improve those processes?
4. How would you describe yourself as a “marketer” of ideas and issues? What have been specific results of your marketing efforts-either where you were employed or within the community?
5. What would your colleagues say about you as a visionary who “gets things done?” What would they say about your “speed” of working with others?

6. Imagine that you were recently elected to a non-profit board and the board was discussing the agency's promising, but unclear, future. What steps would you recommend the board follow to create a successful visionary plan?

### **LEADERSHIP**

**Trusts and honors staff, uses open style, consults with staff, lives a "team belief," builds consensus.**

1. How would you describe your natural leadership style? How have you adapted it?
2. With whom does your leadership style work well? Describe the situation with someone with whom your style caused a problem.
3. What's your approach to having people be accountable?
4. Describe a situation in which you "empowered" someone and the experience "changed" their life.
5. In a typical day, how much time would you spend doing "work" yourself or delegating it and helping others learn to assume the responsibility?
6. Please describe a situation in which you knowingly demonstrated to staff or others that you trusted them.
7. Situation: one of your colleagues or staff believes a certain course of action should be followed. You strongly disagree. Have this conversation with the person discussing this course of action, assuming you are the boss and they are your staff person.
8. What is a decision your staff made with which you disagreed, but it became the decision? How would the staff say you behaved?
9. How have you built consensus? Please use an example.
10. How would you handle an upset employee who does not report to you or how would you handle an upset church member?
11. Please describe what you've learned and practiced concerning diversity.

### **PASSION**

**Mission focused in the business and in their heart, markets the mission, is inspirational.**

1. What, professionally, has made you curious and, by citing an example, explain how you have satisfied that curiosity?
2. What is your philosophy of appropriate risk-taking? How does this play out in daily business as well as visionary planning?
3. Describe a "project" or "issue" around which you had passion. How did you involve others? How do you think they felt? What happened?

4. Describe a leader you believe “made a “difference” because of their passion. How do you compare yourself to that person?
5. Imagine you’ve encountered someone whom seems to have no interest in the work of your organization. What model or approaches would you utilize to “get them excited” about your organization?
6. Please describe someone who would describe you as “passionate or “inspirational.” What characteristics do you have which cause them to feel this way?
7. Describe your career path in terms of the interest and passions you've had that influenced the positions you had.
8. How have you worked with staff or volunteers who seemed unmotivated?
9. What might a typical work week look like for you?
10. How do you remain vibrant in your professional life?

### **COMMUNICATION**

**Believes and prioritizes good oral and written communication and can build consensus.**

1. How would you communicate with a custodian compared to a pastor?
2. In what situations do you communicate well?
3. In what situations do you not communicate well?
4. Imagine you're in a meeting and people have been invited in for input on some issue. Would you likely say something first or later? What percent of the time would you offer comments versus ask questions?
5. What is the thought process you use to write a memo to your board?
6. Something didn't go well in the organization. You need to convey this information to others. How would you think about this and what would you do?
7. If you had a project due three months from now and it would only take a couple of days when you would do it?
8. What causes you to not want to communicate with someone?
9. Please give an example of a dramatic change in an organization with which you were involved. How did you respond to the change?
10. How have you communicated sensitive information?
11. Explain a policy or idea or something you've had to communicate on the phone. How did you

communicate it?

## **TEAMWORK**

### **Knows how to work well with others.**

1. What's been the hardest change in a community for you to adapt to?
2. How do you decide what organizations or individuals to devote professional time to? Please be specific about the types of organizations and individuals.
3. How have you contributed to the success and growth of other individuals?
4. How have you contributed to the success of organizations for whom you did not work?
5. All people have certain types of people and situations they most enjoy. Describe the people and situations to which you are most likely to gravitate. Describe people and situations you'd like to avoid. Do you?
6. If you had a new idea, how did you try to influence others to accept it?
7. What have you or would you do to improve the situation in a dysfunctional team?

## **RESPECTED**

### **Opinion/guidance is sought after and valued.**

1. Have you confronted a supervisor or board member? How was your relationship with them later?
2. How do you handle situations where people don't like you? Please describe a specific situation.
3. Who is a colleague you've respected? Why? What did they help you learn?
4. What is your experience and expectation about how others will value your advice?
5. Describe contacts or experiences you've had outside your community-nationally, regionally or statewide. Please describe your role.
6. When you do something well, how is it you need acknowledgment for your contribution?
7. In the last few months who have asked you for help? What did you do?
8. What drives you that results in your being respected?

## **RESULTS**

### **Identifies and solves problems and valued by others to help them solve issues.**

1. What is your strongest inclination-to work with numbers, paperwork or people? How do you respond when you have to work with the other two?

2. What was a decision you made that back-fired? Please describe the causes of the problem and your response.
3. How have you innovatively solved a specific problem? What was the outcome?
4. Please talk about individuals or organizations who have come to you for help solving a problem. What is it you have that caused them to seek you out?
5. Describe how you identify problems. How do you decide what problems to solve?
6. Talk about your philosophy of solving problems quickly or slowly. What is the approach you really use?
7. How do you manage multiple priorities?
8. When you are really busy at work, what gets placed on the back-burner?

### **SPIRITUAL AWARENESS**

1. Tell us a bit about your journey of faith with God, why Jesus Christ is important to you in your life, and where you find yourself at this time in your spiritual walk.
2. How does your faith stance and spiritual journey fit with this position?
3. How do you renew your faith, be it on a daily, weekly, monthly or whatever basis?
4. What are you reading currently in the area of spiritual growth? Who are your favorite authors?

### **UNDERSTANDING OF CHURCHES**

1. How would you describe the dynamics of churches?
2. How would your skills interact with these dynamics?
3. Please describe the flexibility you have to work on weekends and evenings?
4. How would you determine if a request made of you was not reasonable? How would you handle the situation?
5. How do you handle individuals who are hard to work with?
6. What have you or do you believe will give you the greatest pleasure in working in a church environment?
7. How would you manage dotted line reporting relationships?

A. Roger Witke, Whitfield and Eddy P.L.C., Attorney and Counselors of Law, advises, it is legal to inquire as the religion of the applicant. A candidate can be asked if they are Christian and if they are United Methodist. However, it's suggested these questions only be asked if they are directly related to

the position. For example, don't ask someone applying for a secretarial position if they are Christian or United Methodist. It is legal to hire a United Methodist over other persons, on the assumption all qualifications are equal.

### **TECHNICAL SKILLS**

Refer to the job description and ask questions about their level of skills related to the job duties. For example, a question might be "What software can you use efficiently?"

## INTERVIEW ASSESSMENT

(Skills are examples only)

**CANDIDATE:**

**INTERVIEWER:**

**DATE:**

CRITICAL	RATING BY INTERVIEWERS				AVERAGE	COMMENTS
• Vision						
• Leadership						
• Passion						
• Communication						
VERY IMPORTANT	RATING BY INTERVIEWERS				AVERAGE	COMMENTS
• Team work						
• Respected						
• Results						
ESSENTIAL	RATING BY INTERVIEWERS				AVERAGE	COMMENTS
• Spiritual Awareness						
• Understanding of Churches						
• Technical Skills						

Ratings can be used by individuals or by teams.

**Other Comments:**

**RATING:**

3 = Great for our position

2 = Good for our position

1 = Doubtful for our position

The rating average reflects only one component of your selection criteria.

### **TERMINATING EMPLOYMENT: EXIT PROCESS**

- State date of resignation in writing signed by the employee
- Initiate announcement of resignation
- Supervisor arrange for exit interview with themselves, a member of the Human Resources Committee or another supervisor

## EXIT INTERVIEW

The purpose of an exit interview is for the employer to obtain input from the employee who is leaving. The interview also provides an opportunity to ensure the employee has any questions addressed.

It is recommended that an exit interview be done by the supervisor, a member of the Human Resources Committee or another supervisor. These persons included in the interview should discuss who might see the completed form. For example, the form might be seen by the Human Resources Committee if the Director of the Conference Council on Ministries conducted an exit interview with an Associate Director.

Name of exiting employee:

Name of interviewer:

Name of supervisor:

1. What did you enjoy/benefit from or not enjoy/benefit from in your work experience here?

2. What feedback or guidance would you like to offer?

3. What factors reflect why you are leaving your position?

- Better job opportunity
- Family/personal circumstances
- Shorter commute
- Better pay
- Better benefits
- Other: please specify

4. What would have influenced your decision to stay?

## INVOLUNTARY TERMINATIONS

### I. Before proceeding to a termination decision

- A. Ensure appropriate policies/ procedures have been followed
- B. Develop clarity about why the termination is needed
- C. Contact the chair of the Human Resources Committee (SPRC in local churches)

D. Human Resources Committee will determine if legal review is appropriate

## II. **Preparation for the meeting**

A. Determine if severance will be paid

A. Determine timing of the termination

1. Consider factors such as on-going work, day of the week, who might be in the work area.

A. Determine where the meeting will occur

A. Determine who should be present at the meeting

A. Determine who will contact the employee to arrange for the meeting

A. Determine if any security issues need to be addressed

1. Access codes to answering machine, building
2. Bank Accounts
3. Charge cards or authorized charge accounts
4. Computer access

A. Ensure all needed paperwork is prepared—Letter of reference, release

A. Determine if a mental health professional is needed as back-up

1. Be prepared to provide transportation for the employee if needed
2. Secure boxes for the employee to pack their property

I. Meeting plan

1. Context and rationale for the decision
2. Severance “payment” considerations, including paid time off
3. Effective date which should almost always be immediately
4. Letter of reference
5. Specific details
  - a. Communication of announcement - what and to whom
  - b. Keys
  - c. Mail
  - d. Access codes and passwords to answering machine, computers, and building
  - e. Authorizations - bank accounts, charge accounts, credit cards
  - f. Deadline to submit expenses
  - g. Packing up belongings—when and who present
6. Sign severance agreement
7. Identify who employee should contact with questions

## III. **Following the meeting**

A. Ensure all follow-up is completed

B. Complete the personnel file