

Tennessee Valley Unitarian Universalist Church	Policy/Procedure: Recruiting and Hiring Paid Staff	Document No: PP-020-00 Page 1 of 5
Approved by: TVUUC Board, President: Linda Randolph		Date January 18, 2015

Approved by Board 1-18-15

A. Purpose

The purpose of this Policy/Procedure is to establish a consistent and equitable approach for filling vacancies on the church staff.

B. Scope

This policy/procedure applies to all non-called positions at TVUUC, whether full- or part-time, existing, or new. Some procedures for the position of Director of Administration differ and are included in Procedures section E: 3, 4, 6, 8, and 9 below.

C. Responsibility

The Personnel Committee has overall responsibility for guiding the process. Other responsibilities including those for the Executive Team are as identified in the procedures.

D. Policy Statements

1. The more senior or professional positions require the appointment of a Search Committee, as follows:
 - a) Director of Administration
 - b) Director of Lifespan Religious Education (or similar titles, full or part-time)
 - c) Director of Music (or similar titles, full or part-time)
 - d) Minister of Pastoral Care.

2. The following positions do not normally require the appointment of a Search Committee:
 - a) Sextons
 - b) Childcare workers,
 - c) Administrative Assistant
 - d) Ministerial Interns
 - e) RE Assistant
 - f) Membership and Volunteer Coordinator
 - g) Music Accompanists
 - h) Custodian
 - i) Groundskeeper

In consultation with the Executive Team, the hiring supervisor will conduct the search using the guidance provided in this document, and as appropriate, may recruit others to assist with the search.

3. The identity of candidates, both during and after a search, shall be kept confidential by all involved in this process.

E. Procedure

1. The approval to hire a budgeted new or replacement position will be decided by the Executive Team in accordance with the current/approved budget. Non-

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budgeted positions may not be filled without the Board and/or the Congregation's approval depending on the cost for the position

2. In the case of candidates recruited for specific, limited conditions, this limitation should be incorporated as part of the job title and referenced in the search. For example, "interim," "acting," or "temporary."

3. **Developing or Updating the Job Description**
 As a first step in the search process, the job description is to be developed or revised as appropriate. This job description is to follow the standard format that has been established for job descriptions at TVUUC. The hiring supervisor has the primary accountability for developing/revising the Job Description and for insuring that it is as complete and accurate as possible. The hiring supervisor should obtain the input from others as appropriate, including any incumbents in the position. Once written, all new or revised job descriptions are to be approved by the Personnel Committee and by the Executive Team. This approval should be obtained before initiating the candidate search.
 Note: Final approval for the Director of Administration job description will be made by the Board of Directors.

4. **Appointment of a Search Committee**
 The Executive Team will recruit Search Committee members who have knowledge of the position and of the church. For example, the Executive Team may seek suggestions/nominations from committees who work with that position, the supervisor of the position, the Leadership Team, and so on. The Personnel Committee may assist in identifying appropriate search committee members. The Executive Team will approve a minimum of three(3) search committee members and identify a Search Committee Chair. Search Committee Chairs will be responsible for keeping the Executive Team and the Personnel Committee regularly updated on the progress of the search. Although it is important to communicate with the congregation about a search, it is equally important that applicants understand their privacy interests will be respected. This expectation of privacy applies to all applicants, whether church members or not, and exists both during and after the search.
 Note: For the Director of Administration, the Board will approve the search committee.

5. **Advertise the Position**
 The Search Committee will write and disseminate the position announcement based on the approved job description. This announcement should appear in the church newsletter and on the church "Announce2" listserv as soon as the search begins. Whenever the Announce2 listserv is used to disseminate information about a search, the Committee should monitor the listserv for questions and/or comments about the search process, and concerns or misapprehensions should be

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responded to immediately. (In this as in all matters pertaining to the search, the Committee should speak publicly with a single voice.

The Search Committee will determine what additional advertising (local publicity, Monster.com, UUA website, professional organizations, etc.) is appropriate for the position and will generate those ads. However, the Search Committee must first determine the cost for these ads and obtain approval for the expenditure from the Executive Team.

The Search Committee should be proactive in seeking out available, diverse, and qualified candidates. In addition to running ads, the Search Committee should consider all other ways of identifying prospective candidates including discussions with members, contacting other congregations, calling non-church colleagues, etc.

6. Screening and Interviewing Candidates

Prior to interviewing candidates, the Search Committee shall develop a set of criteria relevant to the requirements of the position to assess candidates' qualifications and to compare candidates with one another.

A recommended screening process is as follows:

1. Indicate in the ads to whom the resumes should be submitted and require that all resumes be submitted by a specific date.
2. Resumes will be distributed to the Search Committee members as soon as they are received.
3. As soon after the submission deadline as possible, the Search Committee will meet and collectively review all resumes/applications against the previously established selection criteria and identify the top candidates.
4. Those candidates that are clearly not to be considered further will be informed thanking them for their interest, etc.
5. Typically, the top three candidates will be invited for an interview. Should the Search Committee not be able to agree on the top three, a fourth or even fifth candidate may be invited for an interview. Even more may be interviewed depending on the quality of the candidate pool.

7. The Initial Interview process

Candidates will be interviewed by the Search Committee. As many Search Committee members as possible should be involved in the interviews. While face to face interviews are desired, circumstances may require that a telephone or internet-based interview be conducted. Candidates will be contacted by a Search Committee member via telephone to schedule the interview. An email should be sent to confirm the appointment. This email should contain a copy of the job description, the background verification form and a request for references, if they were not previously provided. The candidates should be instructed to provide the background verification information and the list of references at the interview. Prior to the interviews, the Search Committee will have some general discussion

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as to how the interviews will be conducted. The committee chair will typically lead off with some general comments about the position, the search process and then ask the initial questions. Others will “tag team” as appropriate until all questions have been asked. The candidates will be given an opportunity to ask their questions as well.

8. The Final Interview process

Following the initial interviews, the Search Committee will share their opinions of the candidates and make a decision as to the top candidates that are to be considered. The Search Committee will meet with the Executive Team and the Personnel Committee at the same time and convey their findings.* They will identify their recommendation for the position and explain why. At this meeting, a decision will be made as to which candidates will be invited for a final interview. There may just be one candidate or there may be two or more depending on the strengths of the candidates. The final interview(s) will be conducted by the Executive Team. This will be a similar process as conducted by the Search Committee for the initial interviews. Based on the final interviews and the input from the Search Committee, the Personnel Committee and any others as appropriate, the Sr. Minister will make the final decision as to which candidate is to be offered the position.*

If for any reason, the Sr. Minister does not accept any of the candidates, the process will be turned back over to the Search Committee.

*Note: For the Director of Administration position: Once the Senior Minister has made his/her choice, he/she will make a recommendation to the Board for approval. If the Board declines to accept that recommendation, the Search Committee will continue its search or a new Committee will be appointed to resume the search.

9. Reference Checks and Making an Offer

Prior to making an offer, the Search Committee Chair or another member will conduct the reference checks. It is preferable that the same person speak with each of the references for consistency.

At the same time, the Director of Administration will be asked to run the background checks on the final candidate. The Search Committee or Personnel Committee chair will run the background checks on the final candidate for the Director of Administration position. It may be appropriate to conduct a reference check earlier in the process if circumstances dictate (e.g. prior to incurring travel expenses). Assuming the reference and background checks are satisfactory, the Personnel Committee will prepare and send a formal job-offer letter to the offeree. The letter will specify the position, the employment relationship (e.g. full-time, part-time, etc.), compensation and benefits. The latest, approved job description will be included along with the latest, approved copy of the Personnel Policies and Procedures Manual. Two copies of the job-offer letter will be sent along with instructions for the offeree to sign and date one copy, indicating their

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acceptance, and return the signed/dated copy to the Director of Administration. Two additional forms from the Personnel Policies and Procedures Manual will also be included; 1) The Employee Acknowledgement Form and 2) the Confidentiality Agreement. The offeree will be asked to sign and date these forms and to return them to the office on or before their start-date.

10. Transitioning and Orienting the New Employee

Once the selected candidate has accepted the position, the Executive Team should share with the congregation, via the newsletter and the “Announce2” listserv, pertinent information about the candidate, their qualifications and their starting date. A clear plan for the transition and orientation of the new employee should be in place and available to the employee and existing staff before the start date. The hiring supervisor shall take a leadership role in making sure this plan is carried out.

11. Final Report

Every Search Committee should write a final report summarizing what it did, including anything relevant to their process that others may find useful such as lessons learned, things to avoid, etc. These reports should be reviewed whenever this policy/procedure is being revised.

The above Policy Statements have been reviewed and approved by the Board of Directors.

Yes No If “No”, the Board retains authority to approve associated procedures.
