

## Spark Notes - Guidelines for Recruitment, Interviewing, & Selection

Prepared/Distributed by: Parish and School Personnel Office Department for Human Resources  
Archdiocese of Milwaukee

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The strength of an organization and its mission lies in the employee maintaining a consistent awareness of self. Making an impact on the workplace community and those we serve requires maintaining clarity, focus, and expanding knowledge. Assisting employees grow means sharing the purpose of the job, on-going communication and this starts with the job description.

A well-written job description communicates how the position supports the mission and defines expectation of the role and responsibilities, the essential duties, and the educational requirements and experience needed for the position right up front. A job description is used to assess pay within the structure of the parish/school/cemetery. In addition, it is used in a performance evaluation to communicate how the employee is meeting the mission, vision, and values.

### **It Starts With:**

A **typical job description consists** of the title, supervisor's title, revision date of the job description, job status (exempt, non-exempt, or contract), and:

1. **Job Summary/Primary Function of the Job** - A short narrative that highlights the job's general characteristics, e.g., what is done and the purpose of the position.
2. **Knowledge, Skills, & Abilities:**
  - a. Knowledge - The level of education and experience, e.g., minimal qualifications that an employee must possess to be considered for hire. Focus on **job specification** and not person's specification. Example: Requires high school or equivalent, Must have a valid driver's license
  - b. Skill – Observable competence, e.g., verbal and written communication skills, Word and Excel skills, conflict resolution skills, and typing skills.
  - c. Abilities - Competence to perform an observable behavior, e.g., decision making, ability to be detail-oriented, and troubleshooting.
3. **Duties and Responsibilities** - The reason for which the job exists. The essential functions of a job. Essential functions can be identified by:
  - a. Percentage of time – Items that comprise 20% or more.
  - b. Frequency - Being performed regularly – daily, weekly, monthly.
4. **Physical, Visual, & Working Conditions:**
  - a. Physical/Visual/Mental Demands: range of motion required for the position. Office workers sit/stand at a desk for long hours. Other common parameters may include reaching horizontally, grasping, hand-eye coordination, near and far acuity, depth perception, hearing and speaking, climbing stairs, walking, squatting, kneeling, and driving. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.
  - b. Typical Working Conditions: Environmental conditions under which the work must be performed, e.g., office. Hours are typically 8:00 a.m. -5:00 p.m., Monday – Friday.
5. **Nature of Supervision Received:** The degree of independent action and the accountability for results. Example: Works under the direction of (boss' title). Works independently within the authority limits and experience level. The direction from the (boss' title) is to assign objectives, assist in prioritization of tasks, to review results and offer guidance. Requires individual initiative in needs and problems.
6. **Judgment Exercised/Decisions Made:** List the scope of authority and the types of decisions made. Consider the amount of resourcefulness and planning required, and the creative effort authorized when devising new methods, policies, and/ or procedures.
7. **Financial Responsibility:** List the financial responsibilities, e.g., staying within budget.
8. **Supervision Exercised/Number of Employees Supervised:** List "none" or a range, e.g., 1-6 employees.
9. Employee Signature - \_\_\_\_\_ Date - \_\_\_\_\_

All job descriptions need to have the same format and be updated at each performance evaluation and/or when a position becomes vacant. Where there are no job descriptions, School Boards and Personnel Committees may develop them with input from the employees who hold the positions.

NOTE: Courts have recognized that employment in religious-centered environments is unique in that faith and religion are inextricably woven into the employment relationship. For religious employers/institutions, it is important to note in a job description those duties associated with teaching, spreading the faith, and any requirements that the employee be an active member of the faith.

**Search Committee**

It may be helpful to tap into the expertise of the parish by forming a search committee. A manageable sized search committee equipped with their purpose, timeline, and the job description may maximize their efficiency. Example of a purpose may be “Recruit, screen, and recommend the best candidate for X position within two months.”

The search committee members may vary based upon the specific open position. Certainly, for any leadership or ministry position, the pastor/parish director would be central to the process, and for school positions, the principal. However, the pastor/parish director may choose to be removed from the discussion until a recommendation is made. The pastor/parish director should determine the desired strategy on the decision-making process early in the search process.

Typically, three to seven members comprise a search committee. In addition to the pastor/parish director and/or principal, suggested members could include staff, working peers, a member of the Personnel Committee who has knowledge of the interview process and someone who is knowledgeable about the technical and educational requirements of the vacant position.

Possible positions that may be involved as a member of search committee:

<b>POSITION</b>	<b>DAS</b>	<b>Principal</b>	<b>Teacher</b>	<b>Ministry**</b>	<b>Secretary</b>	<b>Maintenance</b>
Pastor/Parish Director	X	X	X	X	X	X
Trustee(s)	X	X				
Deacon				X		
Parish Council Chair	X	X				
Finance Council Chair	X					
Principal			X	X		
Personnel Committee Member	X	X		X	X	
School/Education Board Chair		X	X			
Building & Ground Chair						X
Pastoral Leadership Member		X		X		
Home School Member		X				
Teacher*		X				
Position’s Supervisor	X	X	X	X	X	X
Parish Member in similar Career	X	X				X
Professional in another Parish		X				
DAS		X				X

\*Often a principal does the selection of teachers without a committee. It can be helpful if

principals obtain input from teachers to help define the position requirements and qualifications. Having teachers in the decision making process must be carefully evaluated due to their subordinate relationship to a principal.

**\*\*Ministry Positions - DRE, Youth Minister, Pastoral Associate**

To assist the search committee, it may be helpful to assign a chairperson and a record keeper/secretary.

- The role of the chairperson may include scheduling meetings; contacting committee members; setting up the interview; and facilitating the selection process by relaying recommendations and information to the pastor/parish director. This person is responsible for ensuring the integrity of the process by maintaining an organized and systematic approach to filling the position.
- Record-keeper/Secretary may be responsible for maintaining all documentation on the recruitment process such as advertisements, letters and applicant files, records, minutes from meeting, and recommendations made.

Identify and communicate whom the contact should be when candidates call to follow-up and/or have questions.

All members are to be reminded of the confidentiality and sensitivity involved in the hiring process.

The search committee is advisory to the pastor/parish director. The pastor/parish director may choose not to be involved in the actual interviewing, especially in large parishes where there is a large pastoral leadership team or in schools where the principal has accountability for the staff. **However, it is critical that the pastor/parish director review and approve all final hiring decisions.** The recommendation in most cases will be accepted, but at times, a pastor/parish director or principal may choose a different candidate.

### **Seven Steps to Hiring a New Employee:**

#### **Step 1 – Internal and External Advertisement**

Part of the discussion within a committee is to determine how far they want to cast their nets in identifying candidates. There are “active” candidates who are active job seekers or those who are “passive” job seekers. What is the difference? An active job seeker may be an individual who is unemployed, or in a current position looking to make a change due to unhappiness, or who desires to obtain further personal growth. A passive job seeker is an individual who is happy and successfully working.

Many employers want a candidate who has a positive record of employment and is satisfied in his/her work in hopes of having those traits transferred to their workplace. In a survey conducted by Jobvite in November 2014, 45% of employed respondents said they would switch to a new job even though they were satisfied with their current role.

Traditional recruitment strategies target active job seekers. Placing and posting an open position in bulletins, newspapers, websites [parish, archdiocese, another diocese, NCEA (National Catholic Education Association), Wisconsin Department of Public Instruction], job service sites, and through educational institutions attracts interested job seekers.

Parishes and schools can post their own employment vacancies on the archdiocesan website. The web pages in the Careers section give potential candidates the ability to search for jobs by county, job title, etc. The website is <https://www.archmil.org/Resources/Posting-Jobs.htm>

Social networking via LinkedIn, Facebook, networking within professional organizations and at conferences/workshops build relationships organically. Building rapport may lead to knowledge of a candidate that is looking for work-life balance and opportunities to contribute to the community in which they live, etc.

When writing advertisements, think about how you can get people's attention. State briefly but specifically the position requirements and qualifications. State position hours and any specific requirements; for example, "available every Sunday morning for RCIA program," "must be Catholic," etc. Highly recommend a second or third person to proof read for spelling and correct contact information.

### **Step 2 – Resume Collection**

Do not interview candidates until the employment application is completed and signed. Make sure all blanks are filled in. Signed applications authorize asking employment related questions, checking references and is a springboard for asking employment questions.

### **Step 3 – Screening Applicants**

Prior to scheduling interviews, review all resumes and applications for proper qualifications, position requirements, accurate chronological job history, and gaps of unexplained employment. Read cover letters and reference letters, if available. You can learn about a candidate from the written materials they provide.

A common technique in witting down applicants is to have three piles. In the first pile are application materials that *meet the requirements* of the job and/or have the knowledge, skills, and ability to transfer skills to the position. The third pile are application materials that *do not meet the requirement* of the job and/or do not have the knowledge, skills, and ability to transfer skills to the position. The second pile are application materials *that may meet the requirement* of the job and/or may have the knowledge, skills, and ability to transfer skills to the position. Eliminate candidates who do not possess the knowledge, skill, and ability for the position. It is often helpful to have two people independently rank the application materials in the three categories. Those in the first pile may be interviewed.

### **Step 4 – Interview**

Before conducting any employment interviews, it is important to set the interview framework. Decide:

- Type of interview:
  - Phone Screen – Short exchange of information to help clarify, i.e., salary range, working hours, etc.
  - Face to Face interview:
    - Individual – One interview with a staff person, preferably the supervisor.
    - Group – Several individuals from parish/school sitting together with one candidate.
    - Sequential – The candidate has several interviews with different individuals from parish/school at separate times.
- Specific interview questions structured around the job description. Samples of general interview questions, and questions for principals and teachers are found in the appendix.
  - Focus on questions that give insight to the candidate's ability to do the job with or without reasonable accommodation.
  - Use the same questions for all job candidates applying for the same job.
  - Each interviewer should be assigned a specific area to explore with the candidate.

## Interviewing Tips:

- Avoid legal pitfalls when interviewing and doing reference checks. Do not ask or make reference to a candidate's race, color, creed, ancestry, national origin, age, sex, disability, arrest or conviction record, marital status, sexual orientation, military service, or use or non-use of lawful products away from work. Reference State of Wisconsin Department of Workforce Development at [http://dwd.wisconsin.gov/er/civil\\_rights/discrimination/avoiding\\_discriminatory\\_interview\\_questions.htm](http://dwd.wisconsin.gov/er/civil_rights/discrimination/avoiding_discriminatory_interview_questions.htm)
- Questions that MUST NOT be asked include the following:
  - Have you ever been treated, hospitalized, had time off for a medical or mental illness or condition?
  - Is there any health-related reason you may not be able to perform the job for which you are applying?
  - How many children do you have? Are you planning to have children?
  - Have you ever changed your name? Is this your maiden name?
  - Where were you born?
  - Do you wish to be called Mr., Miss, Ms., or Mrs.? What is your marital status?
  - Tell me about the clubs or societies to which you belong.
  - Have you ever been arrested?
  - What is the lowest salary you will accept?
  - Have you ever filed for workers' compensation?
  - What is your native language?
  - Have you served in the armed forces of any country?
  - What are your relative's names, ages, and addresses?
  - What is your religion, parish affiliate, church affiliate? (Except where religion is a job requirement.)
- Considering the various ministry aspects of each vacant position, a careful review of the candidate's knowledge of the Catholic faith needs to be assessed. Many positions require candidates to be practicing Catholics, i.e., Youth Minister, Religious Education Teacher, etc. Others do not, i.e., Maintenance, Food Service Employee.
- Do not be afraid to ask if a candidate has ever been disciplined or terminated in past position(s).
- Open ended, behavioral questions will solicit the best responses from the candidates. Example: "Tell me about a time you had to work with someone you disagreed with."
- Asking about a candidate's experiences will be a good indicator of future performance and behavior.
- Follow up on a candidate's responses - probe deeper if a candidate has not fully answered your question.
- A good interviewer will allow the candidate to talk the majority of the time.
- Select interview times and location that is confidential and conducive to interviewing.
- Inform candidates of the time, the location, and the people who will be at the interview.
- Make a list of the "sales points" of the position. Treat every interview as a public relations opportunity for your parish/school. Candidates should always leave the process, whether selected or not, with a positive impression of the parish/school and its leaders.
- Be realistic and specific when describing the position. Do not overstate the job.
- Interviewing is more than a "gut feeling." Enter the interview as neutral as possible. Impressions are important, but evaluate both the objective and subjective findings.
- Provide a tour of the parish/school. Walking and talking with candidates will give you another opportunity to assess.
- Keep notes on the interview on a separate piece of paper; do not write on the resume or application.
- Take notes and evaluate the candidate's behaviors: eye contact, promptness, comfort, dress, preparation, courtesy and questions asked.
- Do not interview the most desired candidate just once. Set up a second interview to confirm and further evaluate your decision.
- Do not feel obligated to interview "friends of friends" who clearly are not qualified.
- Allow time to discuss, as a committee, findings and impressions of the candidates.

Once all interviewing is completed, a final review of candidates is made by the Search Committee or hiring official. Narrowing down the candidates to select the best possible person involves a careful review of all the objective facts: education, work history, communication style, skills, knowledge, references, compensation, work schedule, etc. It is important to be objective and stay focused on the position description. If you have more than one final candidate, check references on both. It may help the decision-making process.

Members of the Search Committee should discuss feedback from the interviews and collaborate on findings. Any "red flags" surfaced in the interviews should be discussed and evaluated.

### **Step 5 – Verification**

All potential new hires must have their prior employment, education, and credentials verified. Just because someone has worked in a Catholic parish/school does not guarantee that his or her employment relationship was positive. Resume fraud and misrepresentation on employment applications is common. While the majority of candidates will present you with accurate information, always take the time to verify information prior to any employment offer. These steps will also serve as claims against negligent hiring.

- **Reference check** – Due to confidentiality, it is recommended that one person conduct the reference check, preferably the supervisor. An applicant gives authorization when an application is completed. Typical past employer reference questions are:
  - Verify title and employment dates.
  - How was the person's attendance?
  - Ask if the person was a team player.
  - Gather comments on strengths and weaknesses.
  - Why did this person leave the position/organization?
  - Would this person be rehired if they had an opening?

If a reference changes your impression on a candidate, it is best to let the candidate know that you are pursuing another candidate. Do not disclose reference information to candidates.

- **Certifications** – Confirm through the certifying body, i.e., HVAC, PHR, etc.
- **Principal and Teacher** – Verify licenses with Department of Public Instruction (DPI) and educational credentials by obtaining original transcripts from colleges and universities.
- **State and Federal Background Checks** must be performed on all parish and school employees before they begin working. Information on criminal background checks can be found [https://www.archmil.org/ArchMil/Resources/Safeguarding\\_BackgroundChecks.pdf](https://www.archmil.org/ArchMil/Resources/Safeguarding_BackgroundChecks.pdf)
- **Safe Environment Training Prior to Starting Work**
- **Credit Check** – In 2012, the Archdiocesan Council of Priests adopted a resolution that all priests or parish directors, trustees and all parish employees who handle funds or perform bookkeeping or financial reporting functions must submit a credit report for review. Candidates/Employees provide credit reports to the Pastor/Administrator/Parish Director for review. Once the credit report review has been completed, the report is to be returned to the individual or destroyed; credit reports (or any copies of same) are not to be retained. Reminder of this was in the June 26, 2018 Chancery Newsletter.
- **Driver's License & Driving Record Check** – verify if the position requires driving on behalf of the parish/school or if the person will be driving parish/school owned vehicles.
- **Google candidates** – information may solidify impression as a strong candidate. Be aware of information that cannot legally be taken into consideration.

Perform verifications **prior** to the employment offer. It is much easier to dismiss a candidate for falsification of information than to have to terminate them after they have been hired.

### **Step 6 – Offer & Offer Acceptance**

The employment offer should come directly from the pastor/parish director or principal or other parish leadership employee who will be responsible for managing the new employee. The verbal offer made should include starting wage, start date, orientation details, work schedule and a review of benefits and contract specifics, if applicable.

If a candidate would like time to think about the offer, it is best to set a limit for his/her decision so as to not delay other candidates. Forty-eight hours is a fair amount of time for a candidate's response.

Follow up the verbal offer with a written letter. A sample may be found in the appendix. Note: Do not sign the contract until it is returned with the candidate /employee's signature.

Archdiocesan approved contracts **must** be used for the positions of principal and teacher. Contract forms for principals and teachers are available online as Adobe Acrobat PDF files. You must login to the archdiocese website to access them. Type in "Contract Teacher" or "Contract Principal" to access with ease.

It is recommended that prior to the employee's first day, or on the first day of employment, the new employee meet with the appropriate person to complete new hire paper work. Payroll forms, W-4, I-9 form, insurance enrollments, or any other personnel forms that are required.

### **Step 7 – Record Keeping and Wrap Up for Those who Applied & Interviewed**

Keep a file of all candidates who apply. Retain completed applications, resumes, and interview questions and notes for at least one year after the position is filled. These are confidential legal records and must be secured in a confidential location.

Send a response letter to all candidates who are not selected. A sample letter is included in the appendix.

**Contact the Archdiocese of Milwaukee if you need assistance:**

Director of Parish & Schools Human Resources at 414-769-3370

## Sample of General Interview Questions

- Why are you interested in our position vacancy?
- The days and hours of the position are XXXXXXXX. Can you work these hours?
- Give an overview of your employment history and educational preparation.
- Explain gaps in your employment on your application.
- What has your attendance record been like in past positions?
- Why have you selected this specific career?
- What is most important to you in a new position?
- How would your bosses and co-workers describe you?
- Describe your view of working for the Catholic Church?
- In what ways do you think you can add value to our parish / school?
- What accomplishments are you most proud of?
- If you sat down at your desk and found 1,000 emails in your inbox, but you could answer only 300 of them, how would you choose?
- How do you motivate yourself? How is it that you motivate others?
- What is more important, completing a job on-time or doing it right?
- Describe a work-related situation where you truly demonstrated collaboration and cooperation skills.
- Describe project or task that you did in a prior job that was rewarding and why.
- Give an example of a time you had a conflict with a co-worker or supervisor and describe how that conflict was resolved.
- Describe the characteristics you want in a manager/supervisor.
- How is it that you are a positive role model?
- What specific skills do you have that will be of benefit to this position?
- Define your communication style.
- What are some things in the work place that you have little tolerance?
- Have you ever been disciplined or terminated from a position? If so, explain.
- Tell me about a time that you did not complete an assignment or task and why.
- Why are you looking to leave your present position?
- What are your goals for the future?
- May we contact your listed references?
- What is your salary expectation? What is your current salary?
- Why should we consider you for this position?
- What questions do you have for me?



## Sample Questions for Principals

- What role does your faith play in your leadership?
- What are the most important characteristics of an effective Catholic school?
- What would be your first priority in this position?
- How do you attract and retain high quality teachers and staff?
- What do you see as the first step initiating a successful change?
- Give us an example of a time when you had to balance multiple responsibilities at once. What did you do to keep organized? How did you prioritize your tasks?
- Describe the most stressful work situation you have faced. Why was it stressful & your reaction?
- Describe your system of planning and organizing your work. Give an example of how this system helped you do your job.
- Tell us about a major project that you planned and executed. How did you organize and schedule tasks? Tell us about your action plan.
- Tell us about a time when you came up with a creative/innovative solution to a challenge you were facing. What was it? How did you come up with the solution?
- Give examples of strategies you have for dealing with conflict.
- How do you resolve parental complaints when you know a teacher is in error?
- Tell us about the most difficult challenge you faced in dealing with opposing factions within a school.
- Tell us about a situation when you did not respond appropriately. In retrospect, how would you change your response?
- How do you ensure that you make fair decisions?
- On what basis do you judge your effectiveness as a principal?
- What is your philosophy of student discipline?
- Share your method of dealing with a student who is continually disruptive in class.
- What strategies do you use for handling difficult or irate parents?
- What communication strategies work best for you in keeping the total staff/parish/community informed about the school?
- What are the key messages that a principal should communicate about the school as a learning community?
- Describe one of the most difficult communication situations you have encountered to date. How did you handle it and what was the outcome?
- How do you promote positive relations within the school/parish community?
- How do you create a culture of academic excellence and high expectations for students and staff?
- Give an example of something you did to help build enthusiasm in your school. With your staff.
- What do you consider as best practices for improving student learning?
- Describe an effective classroom and describe your role in this area.
- Why are you interested in this position?
- Why did you leave your last position?
- May we contact your past employer? Is there anyone who should not be contacted?
- What questions do you have for us?

The Gallup Organization identified the following themes for successful Principals: loyalty, faith, action oriented, empathetic, sense of responsibility, and interaction with others in a way that is mutually satisfying.

## Sample Questions for Teachers

- How did you find out about our open position?
- Why did you select the teaching profession as a career?
- Why are you looking to leave your current position?
- What qualifications/strengths make you a positive influence in the classroom?
- Please give me a brief history of your education and work experience?
- What Wisconsin license/certification do you hold?
- Briefly describe your philosophy of Catholic education.
- What significant contributions did you bring to your school and students the past month?
- Give me an example of a conflict that you had with a parent and how it was resolved.
- Give me an example of a cooperative project with peers and describe the outcome.
- How do you communicate with parents to gain understanding and support?
- How do you gain control and respect in the classroom?
- What are your priorities when you enter the classroom daily?
- Why have you chosen to teach in the Catholic schools? How are you an example of the teachings of the Catholic faith?
- How do you reflect and maintain Gospel values in your classroom?
- When did you have a difference of opinion/style with your principal and how did you resolve this.
- What is your philosophy for disciplining and give an example?
- What is your experience with curriculum development and planning?
- What is the last error or mistake you made on the job?
- What is the last in-service or class you attended that excited you?
- Give me a brief overview of what a typical day would be like in your classroom. What would I see when I enter your classroom? Describe it to me.
- How do you involve parents in your classroom?
- How do you involve students in decision-making?
- What are your long-range career plans? How do you expect to meet these goals?
- What committees, projects or special events have you planned or coordinated in the last three years?
- Tell me about an experience that demonstrates your leadership abilities.
- Describe for me the type of principal with whom you would like to work.
- What characteristics of team members do you not tolerate well?
- What gives you the most satisfaction in your work?
- What disappointments or frustrations have you experienced in your career?
- Have you ever been disciplined/terminated from a position? If yes, please explain.
- In your past performance evaluations, tell me two areas that were exceptional and two areas that needed improvement.
- Why do you feel that you would be an added value to our staff and school?
- When are you available to begin employment?
- What questions do you have for me?
- Are you interested in pursuing this position as presented?

The Gallup Organization identified the following themes for successful dedication, achiever, relator, developer, empathetic; build rapport, stimulator, faith, concept, and responsibility.

## Sample Questions for Director of Administration

1. In the area of financial responsibilities can you talk about your:
  - a. Knowledge of:
    - i. Accounting and record keeping principles and practices.
    - ii. Cash flow management.
    - iii. Budgetary principles and if familiar, Archdiocesan preferences.
  - b. Steps necessary to maintain accurate collection and deposit records.
  - c. Experience in fund raising and long range planning techniques.
  - d. Name three internal controls.
2. In the area of administrative responsibilities:
  - a. Human Resources:
    - i. Describe your supervisory experience in positions you have held.
    - ii. Describe the process you follow when having to fill an open position and legal requirements when hiring.
    - iii. What are the good characteristics of personnel policies and procedures?
  - b. Talk about the role of Canon law in the area of documentation.
  - c. Describe the work you have done with computer operations & security and parish office equipment.
3. In the area of Facilities Management Requirements talk about your:
  - a. Ability to supervise maintenance staff and basic knowledge of parish physical plant equipment.
  - b. Knowledge of work contracts and purchasing guidelines.
  - c. Skill in developing a facilities use schedule and the ability to communicate the same to parish organizations and staff.
4. In the area of parish ministry responsibilities:
  - a. How do you see the position of the DAS in relation to the mission statement? Give two examples.
  - b. How do you project a faith-filled presence?
  - c. Describe and give an example of how you work with a small group of volunteers.
5. In the area of personal interactions (soft skills):
  - a. Describe one of the most difficult communication situations you have encountered to date. How did you handle it and what was the outcome?
  - b. Give an example of how you promoted positive relations within the school and/or parish community?
  - c. Describe a work-related situation where you truly demonstrated collaboration and cooperation skills.
  - d. Describe a work-related situation where it was strained, how you and the other person worked together.
  - e. Describe your relationship with your employees and co-workers in your former position.

## Sample Questions for Direct Service Ministry Positions

1. Can you talk about your experience in preparing for individuals for sacraments in Baptism, Eucharist, Reconciliation, and Confirmation.
2. Describe the steps you took in other positions to prepare individuals for marriage.
3. Explain your view of current Church teaching and issues related to \_\_\_\_\_.
4. What are the steps necessary to maintain accurate sacramental records?
5. How do you meet individuals and families in their individual faith life?
6. How do you see the position in relation to the mission statement? Give two examples.
7. How do you personally project a faith-filled presence?
8. Describe and give an example of how you work with a group of volunteers.
9. St. Augustine said, "He who sings prays twice." Please respond.
10. Where do you think music should take parishioners on Saturday and Sunday?
11. How do you engage parishioners with your particular ministry?
12. How do you balance parishioners "want" for tradition and contemporary in relation to music?
13. Describe your experience with (equipment, e.g., organ, a.v. equipment).
14. How far in advance do you prepare for the Season of Advent?
15. How do you tie the Saturday/Sunday weekend messages to student life?
16. How do you adjust your ministry and message to different audiences?
17. How do you explain to volunteers that that all people matter?
18. Explain how you would eliminate barriers so that all are welcome in your ministry.
19. Explain how you would get the entire community engaged in hospitality.
20. How do you lead by example? How do you personally help people feel welcomed?
21. How do you inspire others in your ministry?
22. Give us an image of your passion in the areas of ministry.
23. How do you weave prayer in your work?
24. Share/Explain how you see yourself supporting parish leadership.
25. How would you present your idea to improve a ministry that you interface with?
26. Name two specific things you and your team would do to improve the Saturday/Sunday worship celebration. How would you get by in from parish leadership?
27. How have you set employee up for success.
28. What suggestions do you have to recruit employee and/or volunteers with the right skill set?
29. Explain your philosophy when supervising others. Give 3 examples.
30. How you draw out employee strengths?

## 31. Sample of Letter for Contract Employee

Nancy New Hire  
333 Main Street  
Parish, USA

Hello Nancy,

This letter is being sent to you to confirm the verbal offer of employment for the position of Principal of St. Parish School. I am looking forward to you joining the team and contributing to our mission. The specifics of the position include:

- Position is XX
- Biweekly salary of \$XXXXXX.00, which will be paid to you on the first and fifteenth of each month you are contracted to work.
- You are contracted for the period beginning July 1, 2005 through June 30, 2006. Specific contract dates of employment, time off and contract renewal information are all included in the enclosed contract for your review.
- You are eligible to receive the benefits defined in the enclosed employee handbook.

Please review the enclosed contract and employee handbook and contact me with questions. Please sign, date and return you contract to me by July 1, 2018.

On your first day of work, please report to my office at 8:30 AM. Sincerely,

Rev. Peter Paul, Pastor  
St. Parish

Sample of Offer/Acceptance Letter for At-Will Employee

Nancy New Hire  
333 Main Street  
Parish, USA

Hello Nancy,

Welcome to (name of parish/school). We look forward to you joining our staff as (title of position) as of (month, date, year). The following will confirm your employment status:

Position:  
Position Status: (full-time, part-time, # hours per week)  
Office/Department;  
Employer:  
Rate of pay:  
Benefits:  
Start Date:

Again, welcome and thank you for joining the staff of (name of parish/school). If you have any further questions, please contact me at (phone number and email of letter writer).

We look forward to seeing you on (start date).

Sincerely,

Person making offer  
Title  
Name of Parish/School

pc: personnel file

## **SAMPLE APPLICANT RESPONSE LETTER**

Andrew Applicant  
333 Main Street  
Milwaukee, WI 53000

Dear Mr. Applicant,

Thank you for your interest in the position of Principal at St. Parish School. The time and interest you gave our Parish Search Committee was appreciated.

We have concluded our search process and have selected another candidate whom we feel more closely meets our position requirements. This was a difficult decision given the quality of the candidates who applied.

We wish you the best in your future career endeavors.

Sincerely,

Charles Chairperson  
Search Committee St.  
Parish School