Manager’s Toolkit

Hiring Guide

Diocese of Yakima

This document was last revised September 2, 2015. For the latest version of this document, please visit www.yakimadiocese.org under the HR Toolkit.
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Hiring Steps

I. Analyze the needs of the Parish and Establish a Budget

To determine the personnel needs of the parish, there are some components that need to be addressed in order to determine if a position needs to be opened. For example, if the pastor is contemplating on opening a position for a religious educator, the following questions may be considered:

A. What resources are now available to the parish to meet the catechetical needs of various components of the parish population?
B. Among existing religious education programs, are there any which stand in need of improvement? Which among these programs are in need of change?
C. Are there parishioners not receiving the type of faith enrichment or catechesis that is needed?
D. Are there programs that need to be implemented to improve the quality of religious education in the parish?
E. How does this position fit into our overall parish goals and financial priorities?
F. What can we afford? What must we afford?
G. Have we looked at some of the religious education resources published in recent years to give us an idea of current trends and possibilities?

After determining the personnel needs for the parish, it is important to establish a budget for the position. Please refer to Appendix A for a list of recommended budget considerations. Whether the opening is due to an employee leaving, reorganization or the creation of a new position, having a position description is essential prior to hiring any regular position.

II. Appoint and Prepare a Hiring Committee

To facilitate the hiring process, a Pastor may appoint a Hiring Committee to conduct the process. This does not mean that the final hiring decision is delegated—that decision is always the pastor’s. It is important for the Hiring Committee to understand the following:

• the vision of the Diocese of Yakima and the needs of the parish for this position
• all members should have some knowledge and/or association with the position
• the steps of the hiring process
• how to effectively advertise
• how to sift and prioritize applications/resumes
• how to set-up an effective interviewing process
• abide to the diocesan personnel policies
• important legal considerations (see Appendix B)
• May screen applications as well as interview applicants.
• It’s size will depend on the position and the size of the parish; however, it should consist of no less than three and a no more than six people (when the committee size expands above six, each person’s ability to contribute is reduced to the point where interest wanes and effectiveness is lost).
• At least one member of the committee should be a member of the parish staff.
For this reason, the Diocese of Yakima recommends that the Hiring Committee receive special instruction before moving forward. This group is best kept relatively small since it is responsible for steering the steps of the process. Ideally the Hiring Committee may include a member of the parish’s pastoral council, a person who understands personnel practices, and other members may be added so as to ensure representation from the ethnic and cultural diversity in the parish.

Consider the following for an interview committee (in addition to the supervisor who is always included):
- The pastoral leader;
- A representative from the pastoral council, finance council, or other consultative group;
- Parishioners or clients to be served by the position (e.g., youth in the hiring of a pastoral assistant for youth ministry);
- Staff member from another parish in a parallel position.

The Hiring Committee’s tasks are as follows:

1. To develop a realistic time-line for the overall process.
2. To write a job description and profile (upon the Pastor’s discretion).
3. To advertise broadly enough to secure a reasonable pool of applicants.
4. To review and prioritize applications/resumes in order to decide whom to interview.
5. To design and implement the interview process.
6. To sift and prioritize information from the interview process so as to narrow the field of candidates.
7. To provide for any follow-up interviews that are necessary and check references.
8. To make a report and recommendation(s) to the pastor.

A committee is unnecessary for hiring non-exempt positions such as a parish secretary, bookkeeper, janitor or custodian. The supervisor of the position, appropriate parish staff, and/or the pastoral leader would be the only participants necessary for screening and interviewing.

III. Develop a Job Description

Upon the Pastor’s discretion, one of the first tasks of the Hiring Committee may be to compose a job description. A position description should accurately describe the intent and mission of the position, its major goals and responsibilities, and most importantly, the skills and qualifications that are necessary to complete the position.

A job description describes the activities to be done, but that is not all. The job specifications list the knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily (ie, these components include education, experience, work skill requirements, personal abilities, mental and physical requirements). For example, the ability to type 60 words per minute. It is important to consider that accurate job specifications identify what KSAs a person needs to perform the job, regardless if the current employee in that position possess those abilities.
Job Description Components
A job description is composed of several major parts. An overview of the most common components are listed below:

Identification: The first part of the job description is the identification section, this includes the job title, the department, the location, and the date the job description was composed.
General Summary: The second part of the job description is a concise statement of the general responsibilities of the position.
Essential Functions and Duties: This section contains precise statements of the major tasks and responsibilities required for the position.
Job Specifications: The next section provides the qualifications needed to perform the job at a satisfactory level. The specifications include: 1) knowledge, skills, and abilities (KSAs), 2) education and experience, and 3) physical requirements and/or additional conditions.
Disclaimer and Approvals: The final section of the job description is the approval signature by the employee and the manager. The disclaimer outlines that the employment is at-will so it is not viewed/interpreted as a contract between the employer and the employee.

All successful candidates for parish positions are required to support the mission of the Church and lead a life consistent with Catholic social and moral teaching. Many positions may require that the successful candidate be an active member of a Catholic parish/faith community in good standing with the church; however, this may not be required for all staff. Pastoral leadership at the local level will make the final determination as to whether or not a particular position requires active membership in a Catholic parish/faith community.

NOTE: If the position requires the candidate to be under good standing, please make sure the candidates completes the Information Disclosure Form found under Appendix E at the time of their interview.

Writing a complete and accurate job description may be challenging. Diana Aparicio, Vice Chancellor, can be a resource of assistance by: a) providing basic instruction on how to write a good job description; b) consult in person on the phone during the writing process; c) provide samples of well-constructed job descriptions; and d) review and critique drafts. Sample job descriptions are available on the Diocese of Yakima website at www.yakimadiocese.org under the HR Toolkit. The position descriptions are not meant to be “ready to use” by the parish. Modifications/ revisions should be made based on the parish’s particular needs in a position.

IV. Advertise
The Hiring Committee may want to consider the best approach when analyzing on how they will advertise for the position. Part-time positions are normally filled by people in the immediate geographical area, therefore there will not be the need to advertise widely. Full-time positions may take an approach to advertise locally, regionally, or nationally for a pool of candidates. An important aspect to consider is the budget to be spent on advertising as well the covered travel expenses for the candidates who will interview.

Local Advertising may include:
● Parish bulletins;
● local college campus ministry offices and theology/religious studies departments
● local newspapers

Regional Advertising may include:
● Bishop’s Weekly Mailing;
● Diocese of Yakima website
● Catholic Radio
● WorkSource
● Inland Register (Spokane Diocese)

National Advertising may include:
● National Catholic Register
● National Catholic Reporter
● Parish Financial Services (Archdiocese of Seattle)
● WashingtonStateCPA.org
● Various internet job boards
● Catholicjobs.com
● Catholicsource.org
● DiocesanFinanceOfficers.org
● NACPA.org
● LinkedIn
● CareerBuilder.com
● CatholicYouthMinistry.org

Certain publications, such as The Seattle Times, will not place advertisements for positions that require applicants to be Catholics. While we practice non-discriminatory hiring in other protected areas, we do discriminate on the basis of religion and, occasionally, gender (priests and deacons, for example). DO NOT USE “EQUAL OPPORTUNITY EMPLOYER” OR “EOE” IN YOUR ADVERTISEMENTS, EVEN IF THE POSITION DOES NOT REQUIRE THE SUCCESSFUL CANDIDATE TO BE CATHOLIC.

V. Reviewing and Prioritize Application Forms/Resumes:

Forms of Applications
The Diocese of Yakima allows for two forms of use for employment applications: 1) Applitrack; 2) Diocese of Yakima Employment Application.

Applitrack
In an effort to streamline and become more efficient in our recruiting efforts, in addition to bringing our processes into the “electronic age,” the Diocese of Yakima has entered into a joint agreement with Aspex Solutions. This system can be accessed anywhere there is access to the internet, and allow the hiring supervisors/managers to get approval and submit their Job Requisitions for Human Resources (HR) to recruit, screen, and move the hiring process along in a timelier manner.

**Reviewing and Prioritizing Application Forms/Resumes**
The interview committee reviews the applications submitted by the applicants in light of the responsibilities, qualifications and qualities required for the position. A checklist should be developed which lists the qualifications/qualities to allow screening committee members a uniform way of determining who meets the established qualifications/qualities. The interview committee members should only review applications of candidates who have completed the Diocesan application form on Applitrack (assuming that was the elected method of application to use). To ensure consistency, please avoid accepting difference forms of applications (accept either Applitrack applications or the paper version of the Diocese of Yakima Application for Employment).

**Process:**
- Review the job description(s) for the position(s) you are attempting to fill. Note minimum requirements needed and refer to them often as you review applications.
- Ignore the applicant's name, address or personal information to limit subconscious biases.
- Attempt to ignore superficial issues such as style and typographical errors in favor of content, unless such issues are directly related to the position for which they are applying. Such scrutiny may unintentionally rule out members of protected classes.
- Check work experience for applicability to the position for which they are applying, length of time in each position, promotions or awards received and reason for leaving each position.
- Note gaps in employment but do not assume they were caused by negative reasons.
- Check educational background for qualifications necessary to successful job performance.
- Note special skills (i.e. computer software, office equipment).
- Note on a separate piece of paper any pertinent questions that arise when reviewing the resume/application and ask those during a telephone screen.
- Divide resumes into 3 groups - one for those that closely match job requirements (you may want to do a telephone screen if there are very many), one for those who meet some requirements and may be considered secondarily and one for those who do not meet the requirements at all.

**VI. Conduct Interviews and Evaluate Candidates**

**A. Conducting Interviews**
All external applicants must complete a standard Diocese of Yakima employment application (Applitrack of the paper version of the Diocese of Yakima Employment Application) prior to being interviewed to be considered for employment. The supervisor and a search committee should participate in creating interview questions, analyze the skill(s) test the applicant will take, conduct interviews, and select candidates.
A Step by Step Guide Through the Process:

a) Conduct a brief review of questions that should be avoided (see below for prohibited interview questions).
b) Designate which committee member will facilitate the interview process.
c) Establish a friendly atmosphere by greeting the applicant at the door, introducing yourself and other committee members and calling the applicant by name.
d) Begin the interview with a brief description of the job.
e) Start with the planned questions, covering all areas, and have the same person ask the same questions for all candidates.
f) Ask open-ended questions, rather than questions that can be answered with a “yes” or “no.”
g) Let the applicant do most of the talking.
h) Give the applicant the opportunity to ask questions.
i) Avoid making immediate judgments or expressing personal feelings. Rely on information presented during the interview and on the application/resume. Don’t rely on just your “gut feeling.”
j) Check inconsistencies by asking follow-up questions; don’t be afraid to push the applicant for further clarification or explanation if you are not satisfied with the answer.
k) Take notes of important points and reactions. Inform the applicant at the beginning that you will all be taking notes, and that although it may be distracting, it is the only way you will be able to remember each applicant.
l) Re-confirm the salary range and explain the benefit package. It is important to let the candidate know precisely what they can and cannot expect in the area of total compensation. For example, in addition to the Diocesan benefit package, make certain at least one member of the interview committee can answer any questions regarding:

- Vacation
- Sick leave
- Holidays
- Continuing education opportunities
- Mileage reimbursement/car allowance
- Days off/regular work hours
- Office space
- Administrative assistance (if appropriate)
- Supervisor

m) Clarify the situation with their references. Review whether or not you are free to speak to any current or previous supervisors (this information is requested on the application form) and clarify their relationship to any other references they may be providing. Ask whether or not they need to hear from you before you begin contacting their references and previous supervisors. If the candidate is currently working, always ask at what point in the process you will be able to get a reference from their current supervisor. If they are not comfortable having you do that until a job offer is on the table, clarify that from the very beginning.

n) Ask the applicant to complete the skill(s) tests (if applicable).

NOTE: Please contact the Finance Department for recommendations on the skills tests to be used for positions related to finance, bookkeeping, etc.
To test bilingual abilities, you may ask the applicant to translate a bullet article. There are various web sites that allow, at no cost, to test typing skills.

o) Let the applicants know any pertinent information about how the process will proceed at this point (there will be second interviews, you won’t be checking references for two weeks because you will be out of town, etc.) and when they will be notified of your decision.

p) Always thank the applicant for coming.

Prohibited interview questions:

There are specific questions you may not ask (either on an application or during an interview). Below are examples, with their acceptable counterparts (if any):

<table>
<thead>
<tr>
<th>UNLAWFUL</th>
<th>LAWFUL</th>
</tr>
</thead>
<tbody>
<tr>
<td>How old are you?</td>
<td>Are you over or under 18?</td>
</tr>
<tr>
<td>What is your date of birth?</td>
<td>Is there any additional information we need about your name to verify your employment/education record?</td>
</tr>
<tr>
<td>When did you graduate from (elementary or high) school or college?</td>
<td>Will you be able to meet the attendance requirements of this position?</td>
</tr>
<tr>
<td>Are you married?              Are you over or under 18?</td>
<td></td>
</tr>
<tr>
<td>What does your husband do?</td>
<td>Is there any additional information we need about your name to verify your employment/education record?</td>
</tr>
<tr>
<td>Have you ever changed your name?</td>
<td>Will you be able to meet the attendance requirements of this position?</td>
</tr>
<tr>
<td>What is your maiden name?</td>
<td></td>
</tr>
<tr>
<td>Do you have children?</td>
<td></td>
</tr>
<tr>
<td>How old are your children?</td>
<td></td>
</tr>
<tr>
<td>Have you taken care of day care provisions?</td>
<td></td>
</tr>
<tr>
<td>Are you pregnant?</td>
<td></td>
</tr>
<tr>
<td>Are you planning on having (more) children?</td>
<td></td>
</tr>
<tr>
<td>“Anjolok”, what kind of name is that?</td>
<td></td>
</tr>
<tr>
<td>Where were you born?</td>
<td></td>
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<tr>
<td>Please tell us about any clubs or societies to which you belong.</td>
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<tr>
<td>What is your first language?</td>
<td></td>
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<tr>
<td>What language do you speak at home?</td>
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<tr>
<td>Are you taking any medications?</td>
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<tr>
<td>Have you ever been treated for substance addiction?</td>
<td>Can you perform the essential functions of this position, with or without reasonable accommodation?</td>
</tr>
<tr>
<td>How is your health?</td>
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</tr>
<tr>
<td>How many days were you absent because of illness in your previous position?</td>
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</tr>
<tr>
<td>Do you have a disability?</td>
<td></td>
</tr>
<tr>
<td>Are you a naturalized or native born citizen?</td>
<td>Are you legally permitted to work in the United States?</td>
</tr>
<tr>
<td>Were you born here?</td>
<td></td>
</tr>
<tr>
<td>May I see your naturalization papers?</td>
<td></td>
</tr>
<tr>
<td>Are you in the reserves?</td>
<td>None</td>
</tr>
</tbody>
</table>
Tell me about your military discharge. Do you have any military obligation?

What is your race? How tall are you? How much do you weigh? What is your eye and hair color? What is your skin color? What race are your parents, spouse, children? Can you give us a photograph (pre-hire)?

None

A requirement that a certain height or weight will not be considered to be a job requirement unless the employer can show that no employee with the ineligible height or weight could do the work.

Have you ever had your wages garnished? Do you own your own home? Have you ever filed for bankruptcy?

See below for questions regarding criminal background.

Questions regarding the applicants possible criminal background, including: Have you ever been arrested?

Are you willing to do a criminal background check as part of your application process? If the applicant responded “yes” to the two questions on the application form regarding criminal history, you may ask them to further explain their response. Please consult with the Office of the Bishop.

Hiring Committees: For practice and prior to an interview meeting take the test titled Illegal and Legal Interview Questions under Appendix B.

BONA FIDE OCCUPATIONAL QUALIFICATION (BFOQ) Certain questions violate the law unless a BFOQ exception applies. A BFOQ exception allows an employer to make an employment inquiry only where the inquiry is reasonably necessary to the normal operation of the employer’s business and there is no less intrusive way to ensure that the applicant will be able to perform the essential functions of the job in question. In order to be a BFOQ, a characteristic must be absolutely essential to the applicant’s ability to perform the job. For example, being female would be a legitimate BFOQ for a person applying for a job as a model of women’s clothing. The BFOQ exception applies only in limited circumstances, and, in general, courts have been extremely reluctant to sanction otherwise discriminatory practices on BFOQ grounds. Employers should use caution in relying on the BFOQ rationale and should always consult with legal counsel before making any inquiries on the basis of a BFOQ.

Behavioral Interviewing

<table>
<thead>
<tr>
<th>STANDARD QUESTION</th>
<th>BEHAVIORAL QUESTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you feel about the importance of being a team player?</td>
<td>Describe a time when you contributed to a team’s performance. Describe a time when your participation impeded a team’s performance.</td>
</tr>
<tr>
<td>Do you have experience with multi-tasking and juggling multiple priorities?</td>
<td>Give a specific example of a situation that required you to juggle multiple priorities. How did you approach this challenge?</td>
</tr>
</tbody>
</table>
What did you learn? What would you do differently next time?

Tell us about the RCIA program you directed at your former parish.

What was your greatest contribution to the RCIA program in your former parish?
When you left what was one thing that you wished you would have done differently?

Discuss your problem solving style.

Discuss a time you tried to solve a problem but were not successful.

How important is it to have a sense of humor in ministry?

When has your sense of humor helped you in ministry?

Note: Additional sample interview questions by position category found in Appendix C.

**B. Applicant Evaluation Process**

During the interview process, the hiring committee must have a method by which it can analyze the characteristics of the various applicants. Thus, it is often helpful to have some kind of form, with the important hiring criteria identified, where members of the search committee can “rate” their view of the applicant’s qualifications against the necessary criteria. When reviewing applications, each member of the search committee can then independently rate the candidates, and then the committee as a whole can compare their scores, rank applicants, and then determine which candidates should be interviewed.

When selecting applicants for the position, do not rely on criteria different than those advertised for the position, without giving applicants an opportunity to demonstrate how they meet the criteria. When conducting interviews, avoid discussing the quality of the candidates and preferences before interviewing the last candidate. Try to avoid drawing conclusions about who will be hired until the final interview is completed. This allows everyone a fair chance to compete for the position.

**Making the Decision**

The selection process involves making an informed decision about which candidate meets the qualifications and also has the highest possibility of success in that particular position. It is important to take the time and care in making that selection; extra effort initially can avoid the problems created by having a less than satisfactory employee.

It is recommended that members of the interview committee **not** discuss candidates **until** the last candidate is interviewed. Discussing perceptions and observations after each interview clouds the objectivity of the committee members.

**Ethical Considerations**

As in recruitment, care must be taken in the selection process to assure fair treatment of candidates. In general the following are some of the practices that should not be used:

- Contacting an applicant’s present employer without her/his permission.
- Selecting the preferred candidate using different criteria than those advertised.
- Allowing subtle biases to determine the preferred candidates, e.g., from certain colleges, from certain age groups or referred by friends.
- Asking candidates to provide information about age, disability and other personal characteristics which are not job related.
Discriminating on the basis of age, color, national origin, race, sex (unless sex is a bona fide occupational qualification), sexual orientation, or disability.

In making a recommendation/decision about to whom you will offer the job, the committee should discuss as a group these things:

— Evaluate the candidates objectively by reviewing their job history, interview responses and reference information carefully.
— Review the criteria established at the time of advertising, including qualifications and qualities needed.
— Protect yourself from your own biases. We all have biases, and it is important for the committee to candidly anticipate and discuss any concerns or advantages for hiring each candidate.
— Be concerned about hiring over-qualified candidates. Although it may work out well, someone who is over-qualified may become restless and dissatisfied with some of the less challenging components of the job.
— Conversely, don’t imagine that someone under-qualified will necessarily be able to “grow” into the job. If the best available candidate does not meet the minimum qualifications, one option is to re-open the job with fewer responsibilities and a proportionately lower salary range. It is not fair or just to hire someone who does not meet the minimum qualifications. It is very likely that other people would have applied had they known that the minimum qualifications could be lowered.

NOTE: It is recommended the candidates complete the Release of Employment Information Consent Form at the conclusion of the interview. Please refer to Appendix D.

It is recommended the candidates complete the Information Disclosure Form at the conclusion of the interview. Please refer to Appendix E. This form is only to be complete IF the position requires the candidate to be under good standing (i.e. Principals, teachers, etc.).

C. References
The supervisor or his/her designee must complete reference checks, including but not limited to the most recent employer, prior to extending any offer of employment. If the candidate was employed previously (or is employed currently) by a Catholic parish, school or agency in the Diocese of Yakima, the former (or current) pastor, priest administrator, principal, appointed pastoral leader or supervisor must be contacted prior to extending any offer of employment. In addition, for these candidates, the Office of the Bishop must be contacted prior to extending any offer of employment. Written records of the reference checks are to be retained in the personnel file.

Reference Checks are:
• Required for all regular positions.
• Done by telephone.
• Prepared written letters are not acceptable.
• E-mail references acceptable if telephone references are not possible or would severely delay the process.
Always contact the present supervisor prior to extending an offer of employment. If the current work situation is very sensitive, an offer of employment may be made contingent on an appropriate reference from the current employer.

Step by step process:
- Identify yourself
- Explain the reason for the call
- Assure confidentiality
- Describe the position being filled
- Ask both “technical” and “performance” questions
- Be aware of whether or not the present/former supervisor describes the applicant in a manner similar to how the applicant described him/herself.

Potential Reference Check Questions:
- What is/was your relationship to the candidate? And what is your job title?
- How long did you work with the candidate?
- What was the candidate’s job title at your organization?
- What were the candidate’s dates of employment? (or ask to confirm the dates provided on the application or resume)
- This individual has applied for a position as a ____________ with our company. Do you believe this candidate would be a good fit for this type of position? Why or why not?
- What were the main job duties or responsibilities of the candidate’s position with your company?
- What was this candidate’s beginning and ending salary or hourly rate of pay?
- Did the candidate supervise others? If yes: If I spoke to those employees, how do you think they would describe his/her management style?
- What was the biggest project you are aware of that the candidate worked on for your organization? What was his/her responsibility on this project? Was the project successfully completed?
- Is this candidate more of an individualistic person or team oriented? Why do you think this?
- How do you think co-workers would describe the candidate?
- How did the candidate deal with conflict?
- Was the candidate in a lot of high pressure or stressful work situations? If so how did they handle these?
- What is/are this candidate’s strengths?
- What is/are the area(s) this candidate can continue to improve?
- Did the employee have any warnings or discipline regarding unexcused attendance issues (frequent absences, tardiness, etc.)?
- What was the reason this candidate left your organization?
- Is the candidate eligible for rehire at this time?
- Is there anything I haven’t asked about that someone considering this person for a job should be aware of?

Note: For additional reference check questions, please refer to Appendix F.
D. Background Checks

Each offer of employment is contingent upon the prospective employee’s successful completion of a criminal background check, proof of eligibility to work in the United States, and completion of required paperwork. For applicants with a criminal background, the Office of the Bishop determines whether the criminal background check is successfully completed. In addition to the criminal background check, an educational/credential verification is conducted on new employees.

NOTE: For the latest version of the Diocese of Yakima Background Check Form, please visit the Diocese of Yakima Human Resources homepage at www.yakimadiocese.org. Background check forms are available in English and Spanish.

IV. Committee Recommendations and Offer of Employment

Before you notify the applicant(s) who were not chosen, make certain the applicant you want will, in fact, accepts your offer of employment. It is important to designate a person to call the prospective new employee, offer the job and get an acceptance from the applicant, including starting date and salary. This is to be done before contact is made with the other applicants. Be sure that the applicant knows the job offer is contingent upon successful completion of a criminal background check and other employment paperwork.

NOTE: If the position is related the management of finances for a school or parish, please contact Bill Alsdurf, CFO, and/or Sue Schoolcraft, Controller, at the Diocese of Yakima prior to extending the job offer.

NOTE: Sample Offer Letter available on Appendix G.

A. Follow-Up Communication with Candidates

Assuming the applicant accepts, you can either personally telephone the other applicants or write them in a timely manner. It is inappropriate for applicants to hear “through the grapevine” that they didn’t get the job. It is important to demonstrate appreciation for the candidates that applied and were not selected.

NOTE: For sample “Thank You for Applying ” letters, please refer to Appendix H.

IV IV. Bringing your Employee on Board

Bringing a new employee on board can be exciting for the new parish personnel and confusing for the new employee as he/she adapts to a new environment and becomes familiar with it. To ensure supervisors assist in helping their new employee become successful, the items listed in the New Hires Checklist will help the employee adapt and learn faster. Please refer to Appendix I for the New Hires Checklist and complete it together with the new employee.
Appendix A – Budget Considerations

Budget Considerations Use this page to develop a youth ministry budget. The items below should be regarded as a starting point for budget planning. Depending on the nature of youth ministry programming, some items will likely need to be added, others dropped.

A. Fundraisers
B. Contributions from benefactors
C. Fees for programs & events
D. Parish subsidy Expenses (based on a full-time Director position)

<table>
<thead>
<tr>
<th>A. Salary and Benefits</th>
<th>E. Religious Education / Confirmation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Salary</td>
<td>1. Texts, handouts, video and audio resources, etc.</td>
</tr>
<tr>
<td>2. F.I.C.A.</td>
<td>2. Movies, speakers</td>
</tr>
<tr>
<td>3. Workers' compensation</td>
<td>3. Stipends for catechists</td>
</tr>
<tr>
<td>4. Unemployment</td>
<td></td>
</tr>
<tr>
<td>5. Health insurance</td>
<td></td>
</tr>
<tr>
<td>6. Life insurance</td>
<td></td>
</tr>
<tr>
<td>7. Pension plan</td>
<td></td>
</tr>
<tr>
<td>8. Travel/mileage</td>
<td></td>
</tr>
<tr>
<td>9. Continuing education</td>
<td></td>
</tr>
<tr>
<td>10. Long-term disability</td>
<td></td>
</tr>
</tbody>
</table>

B. Leadership Training
1. Core team planning retreat(s)
2. Diocesan ministry training
3. Training for adult volunteers
4. Other speakers and trainers

C. Ministry Resources
1. Ministry books & journal subscriptions
2. Membership fees
3. Music: CDs, records of contemporary music
4. Purchasing/developing film

D. Conferences & Retreats
1. Parish retreats: facility rental, food, stipends, etc.
2. National and local conferences and retreats

F. Publicity
1. Postage
2. Printing (newsletter, etc.)
3. Stationery
4. Graphics materials, clip-art, posterboard, paints, etc.
5. Photo developing; pictures of events

G. Outreach and Service Events
1. Hospitality: food and drink, etc.
2. Social events
3. Transportation to service project sites
4. Tools and supplies for service

H. Other:
1. Phone service
2. Equipment purchase for office: desk, file cabinet, computer, software, office supplies, chairs, sofa, etc.
3. Equipment repair/servicing
4. Movie/video rental
5. Special presenters & performers
## Appendix B – Illegal & Legal Interview Questions

Read each question. Circle Y (Yes) or N (no) if you think you may or may not ask each question under current employment laws.

<table>
<thead>
<tr>
<th>Y</th>
<th>N</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>N</td>
<td>Ms. Martinez, you are applying for a position on the Social Action Commission. In your work experience, have you studied or lived abroad?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>How old are your children? Y N Mr. Smith, our pension plan requires ten years vesting, but if you are at least 60, it requires only five years. Please don’t tell me your age, but do you fit in this category?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Patrick O’Malley, that certainly sounds Irish. Were your parents born in Ireland?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Since our parish has a large Hispanic population, you must be able to speak Spanish. Your Spanish is excellent. Where did you learn to speak it so well?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Please submit a recent photograph with your application.</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Mike, since you are applying for a position as a Youth Director, I must ask if you have ever been arrested for any child or sexual related crimes?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Please check on your application whether you are male or female.</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Please list all past addresses.</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Are you a member of the Knights of Columbus?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Ms. Jackson, you list on your resume that you served in the armed forces. What type of discharge did you receive?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Do you have a reference from your pastor?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Mrs. Turner has applied for the Office of Black Catholic Ministries. Are you a member of the NAACP or CORE?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>May I see your driver’s license?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Our work schedule requires working on Good Friday. Can you work on this day?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>On your application you state you are a United States citizen. Are you native born or naturalized?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>On your application you state you are a United States citizen. Are you native born or naturalized?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Do you have any handicaps?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Mr. Dawson, your references in maintenance work from other parishes are excellent. Are you a Catholic?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Where were you born?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Please list any organization or club in which you have membership.</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>What is your maiden name?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Mrs. Bailey, do you have young children whose needs may interfere with your work schedule?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>Have you ever worked under another name?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
<td>John, as part of the maintenance team, you will be working around beer and alcohol for festivals and wedding receptions. Are you 21 years old?</td>
</tr>
</tbody>
</table>

Note: None of these questions are allowable under current employment law.
Sample Interview Questions

Position: Catechetical Leaders, Directors of Religious Education (DRE’s)

1. Personal and Spiritual Maturity – the Catechetical Leader as a Person of Faith:
   a. What does your involvement in Church ministry mean to you personally?
   b. Realizing that ongoing faith nurturing must be a priority for any minister of the Church, tell us what you do for yourself to enhance your own growth in faith.
   c. What qualities would you look for in a parish community?

2. Lay Ecclesial Ministry
   Identity – the Catechetical Leader as a Minister:
   a. What motivated you to apply for this position?
   b. Describe how you have maintained balance between ministry, community, family, personal and pastoral relationships.
   c. What do you perceive as the relationship between the Archdiocesan catechetical office, vicariate clusters, and the local parish?
   d. What have you done in the last year to nurture your ministerial and professional life?

3. Catholic Theology – the Catechetical Leader as a Catechist:
   a. As a parish DRE/CRE, how would you provide catechist training and faith formation?
   b. What are some important agenda items for a parent sacramental meeting?
   c. What do you see as some of the core themes of scripture and tradition?
   d. What recent Church documents have you read?
   e. What was the last theological course/seminar you attended?
   f. How do you see the link between Catholicism and Judaism?
   g. How do you relate personal freedom to Catholic moral teachings and values?

4. Pastoral Praxis – the Catechetical Leader as Community Builder:
   a. Describe the type of working relationship you would like to have with the pastor and other members of the pastoral staff; with parish boards/commissions and program committees.
   b. How do you handle conflict?
   c. What does community mean to you? Are there groups (age levels, philosophies, etc.) with which you find it more difficult to relate?
   d. Describe your experience with other cultures. How would you envision a culturally integrated catechetical program?
   e. What kind of experience do you have with persons with special needs? What ideas do you have for integrating persons with special needs into the parish catechetical programs?

5. Professional Practice – the Catechetical Leader as Administrator:
   a. Success means different things to different people. Describe a successful religious education venture in which you have been involved or have organized. Why was it successful?
   b. Program planning and implementation involve many elements. What do you see as important components of good planning? Define the following concepts: -- sacramental
preparation -- parent involvement -- family catechesis -- adult faith formation -- curriculum guidelines -- lifelong formation

C. Briefly describe the role of a typical DRE/CRE in a parish.

**OTHER POSSIBLE QUESTIONS:**
1. How do you perceive the role of religious education in the parish?
2. What special contribution do you feel you bring to the Church in the Yakima Diocese?
3. Are there questions you would like to ask us?
Sample Interview Questions
Position: Administrative Assistant/Office Assistant

1. After learning about this opportunity, what made you take the next step and apply this position?

2. Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.

3. If you have worked in a _____________ position, briefly describe the primary duties you performed while working there?

4. Tell me about your present or last job. Why did you choose it? Why did you/do you want to leave?

5. What was your primary contribution/achievement in your last or current position? Biggest challenge?

6. Are you available to work evenings and weekends if required?

7. What are your qualifications related to this position? What skills do you have that make you the best candidate for this position, include any special training and related work experience.

8. What would you say are your strengths and your weaknesses? How do you handle your weaknesses?

9. Do you have responsibilities other than work that will interfere with specific job requirements?

10. Can you perform the duties of the job you are applying for?

11. How do you think previous/or current coworkers and supervisors would describe you as an employee?

12. Do you have any experience in dealing with confidential information and how do you handle that?

13. What would be the most difficult aspect of this job for you?

14. Is there anything else you would like the hiring committee to know?

15. Do you have any questions?
RELEASE OF EMPLOYMENT INFORMATION CONSENT

Name: ______________________ Position: ______________________

I authorize the Diocese of Yakima to solicit information regarding my character, general reputation, credit and previous employment to include verification of information on the application and performance-related information from all current and previous employers and references.

I hereby release any and all previous employers and/or all current or previous employees/associates from all claims, liabilities, and damages for any reason arising out of furnishing such information.

Applicant signature ______________________ Date __________

Witness signature ______________________ Date __________
INFORMATION DISCLOSURE

All applicants for positions of leadership in a Parish of the Diocese of Yakima must be a practicing Catholic in good standing.

Name: ______________________  Position: ______________________

As you know, this is a significant leadership position of the Church in Central Washington. Given the public nature of this position, is there anything the Bishop and the Pastor need to know about you personally or professionally that, if known, would compromise your ability to successfully serve in this position?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Applicant signature ______________________  Date __________

Witness signature ______________________  Date __________
Appendix F – Reference Checking Form

Reference Checking Form
(Verify that the applicant has provided permission before conducting reference checks)

Candidate
Name______________________________________________________

Reference
Name______________________________________________________

Company
Name______________________________________________________

Dates of Employment:
From:__________________ To:__________________

Position(s)
Held______________________________________________________

Salary
History____________________________________________________

Reason for Leaving___________________________________________
Explain the reason for your call and verify the above information with the supervisor
(including the reason for leaving)
________________________________________________________________
________________________________________________________________
________________________________________________________________

1. Please describe the type of work for which the candidate was responsible.
________________________________________________________________
________________________________________________________________
________________________________________________________________

2. How would you describe the applicant's relationships with coworkers, subordinates (if
applicable), and with superiors?
________________________________________________________________
________________________________________________________________
________________________________________________________________

3. Did the candidate have a positive or negative work attitude? Please elaborate.
________________________________________________________________
________________________________________________________________
________________________________________________________________

4. How would you describe the quantity and quality of output generated by the former
employee?
________________________________________________________________
5. What were his/her strengths on the job?


6. What were his/her weaknesses on the job?


7. What is your overall assessment of the candidate?


8. Would you recommend him/her for this position? Why or why not?


9. Would this individual be eligible for rehire? Why or why not?


Other comments?


TELEPHONE REFERENCE CHECKLIST

Position Applied for: __________________________
Department: ________________________________
Date: ______________________________________

Candidate’s Name: ___________________________

Person Contacted: ____________ Title: ____________

Company: _________________________________

Telephone: __________________ Relation to Candidate: __________________

Confirm dates of employment: From _____ To _________

Confirm position held: ________________________

How would you rate the quality and quantity of his/her work? ________________

How did he/she get along with others? ________________

What are his/her strong points? ________________

What area needs improvement? ________________

What were his/her reasons for leaving? ________________

Would you re-employ him/her? ________________

Completed by: ____________________________
Appendix G – Sample Offer for Employment Letter

(UPDATE ALL VERBIAGE IN RED)

Name
Address
City, WA

Dear NAME,

On behalf of the Diocese of Yakima, I am pleased to offer you a position as Maintenance. As we discussed, in this position your starting compensation will be $00.00 per hour. You will report to Rev. NAME, the Pastor, at PARISH NAME, CITY.

Your start date is scheduled for March 1, 2015. On your first day, you will be given an orientation by NAME at 8:30 a.m., which will include completing employment forms, reviewing fringe benefits, and touring the premises. Please bring appropriate documentation for the completion of your new hire forms, including proof that you are presently eligible to work in the United States for I-9 purposes. Failure to provide appropriate documentation within 3 days of hire will result in immediate termination of employment in accordance with the terms of the Immigration Reform and Control Act.

This offer of employment, if not previously accepted by you, will expire seven days from the date on this letter, although additional time for consideration of the offer can be made available if you find it necessary. If you wish to accept the offer please sign the second page of this letter in the place provided and return it to me within the prescribed time.

We greatly look forward to having you join the Diocese of Yakima and become a member of our team. We relished learning about your skills and accomplishments and feel your background and experience are a good match for our present needs. Should you have any questions about starting employment with the Diocese of Yakima, please do not hesitate to contact me.

Respectfully in Christ,

________________________________________
NAME                             Date
TITLE
Continuous . . . Appendix G – Sample Offer for Employment Letter

I accept the **Maintenance** position at the Diocese of Yakima offer of employment. I understand that my employment with the Diocese of Yakima is considered at will, meaning that either the company or I may terminate this employment relationship at any time with our without cause or notice. I agree to the terms set forth in the offer of employment letter.

_________________________________
Signature

_________________________________
Print Name

_________________________________
Date
Appendix H – Applicants who were not chosen – Sample Letters

Applicants who were not chosen should be contacted as a courtesy, to inform them that the position has been filled. Below is a form letter that can be modified to meet the circumstances of each parish position. Do not make these contacts until after you are sure that the top candidate will accept the position.

Applicant Letter - Applicant not Selected - No Interview

[DATE]

[NAME AND ADDRESS]
Re: Application: [POSITION]
Dear [NAME]:
I wanted to take this opportunity to thank you for your interest in the above position and the effort you exhibited in applying. [PARISH/SCHOOL] greatly appreciates receiving your application and having the opportunity to review your interest and qualifications.

Regretfully, I am writing to inform you that your name was not forwarded to the hiring committee for interview for the position. Thanks again for your interest in the Diocese of Yakima.

Very Truly Yours,
________________________________________

Applicant Letter - Applicant Not Selected - Post Interview

[DATE]

[Name and address]
Re: [position]
Dear [NAME]:
I wanted to take this opportunity to thank you for your interest in the above position and the effort you exhibited in applying. The Diocese of Yakima [and/or parish/school] greatly appreciates receiving your application and having the opportunity to review your interest and qualifications. The search committee also enjoyed discussing with you your qualifications, your vision, and your interest in this position. The quality of applicants such as yourself made it very difficult to choose a candidate for this position.

Regretfully, I am writing to inform you that another applicant has accepted the position. Thanks again for your interest in the Diocese of Yakima [and/or parish or school].

Very Truly Yours,
[Department Director/Parish Leader]
New Employee Checklist

Employee Name_____________________________ Date of Hire ______________

Supervisor Name_____________________________ Job Title____________________

☐ Exempt ☐ Non Exempt (Please see the Employee Policies Handbook for definition of terms)

I. Pre-Employment:
☐ Employment Application Form (completed and signed by the applicant)
☐ References
☐ Letter of Employment Agreement (Offer Letter)
☐ Background Check Date Ordered: __________ Date Completed: ________
☐ Credit Permission (if applicable)
☐ Create Personnel File

II. At Time of Hire: Required For All Employees (even part-time or temporary)
☐ W-4 Employee’s Withholding Allowance Certificate (required for priests) – Contact Fidel DeVera
☐ Employment Eligibility Verification Form I-9 (required for priests) – Contact Fidel DeVera
☐ Personnel Policies Receipt and Acknowledgement Form
☐ Safe Environment Training: ___________ (Date) (if applicable)
☐ Benefits Insurance Information – Contact Melody Gulley (if applicable)

Employee Initials required below
__________ Medical Insurance
__________ Benefits Buffet
__________ Flexible Spending Account (FSA)
__________ Long Term Care Insurance
__________ Retirement – 5% and voluntary
☐ Unemployment Ineligibility Notice
☐ Emergency Contact Information
☐ Payroll Schedule/Salary Info. (direct deposit information if applicable) – Contact Fidel DeVera
☐ Position Description (signed by employee and supervisor)
☐ Review: paid leave policies, overtime/extra hrs (for non-exempt employees)
☐ Educational/Credential Verification Ordered ___________ Received ___________ (if applicable)
☐ Date of 3 month __________ and 6 month ____________ performance evaluations (if applicable)

_________________________________ _________________
Signature of Employee Date

_________________________________ _________________
Signature - Payroll Date

_________________________________ _________________
Signature - Benefits Specialist Date
NEW EMPLOYEE ORIENTATION CHECKLIST

1. TO BE COMPLETED PRIOR TO THE NEW EMPLOYEE’S ARRIVAL

☐ Complete the Letter of Agreement (Offer Letter)
☐ Prepare work area:
  - furniture
  - supplies
  - telephone directories (Pastoral Office & local)
  - telephone and computer
☐ Order training materials, reference manuals, etc.
☐ Confirm phone extension
☐ Give advance notice to other parish staff
☐ Prepare employee benefit packet
☐ Prepare orientation packet
☐ Create personnel file
☐ Sign job description, as necessary
☐ Verify receipt of letter of agreement
☐ Complete pre-employment background check

________________________________________
________________________________________

2. TO BE COMPLETED ON THE EMPLOYEE’S FIRST DAY

☐ New Computer Account User & E-mail Set-up
☐ Review/verify starting salary/title
☐ Discuss parking policies and procedures if applicable
☐ Briefly discuss:
  - Overtime policy
  - Paid leave policy
  - Extra hours/overtime policy
  - Security information
  - Other personnel policies
☐ Finish any new hire paperwork not yet complete
☐ Identify bathroom/lunchroom locations
☐ Explain where and to whom to go with questions
☐ Handout (any) keys to office, etc.
☐ Identify exits and emergency evacuation

3. TO BE COMPLETED WITHIN 1 MONTH OF HIRE

A. Administrative Issues to be Covered:
☐ Introduce Co-workers in work area
☐ Review job description, job standards, expectations
☐ Explain basic parish procedures for:
  - completing monthly paid leave reports
  - work hours/overtime
  - time for and length of lunch breaks
  - procedures to follow when ill or unable to come to work
  - any specific parish related procedures/rules
☐ Explain any job related equipment
☐ Schedule computer training, or other job training as necessary
☐ Payroll schedule (pay periods, etc.)
☐ Give or arrange tour of parish and introduce as appropriate
☐ Arrange phone training
☐ Order business cards (if applicable)
☐ Discuss dress code (if applicable)
☐ Show conference room locations and explain scheduling procedures
☐ Safety training

B. Issues to cover regarding the Diocese of Yakima as an employer:

☐ Complete announcement memo
☐ Discuss who’s who in the Diocese/parish/school
☐ Discuss department and office goals
  - how they fit into the overall mission of the
  Diocese/parish/school
☐ Review performance evaluation procedure
☐ Provide summary sheet of parish mission, etc.
☐ Provide map of Diocese
☐ Discuss cultural diversity of Diocese
  - i.e. identify some cultures represented within the Diocese
☐ Identify Diocesan meetings to attend
☐ Identify Parish/School meetings to attend
☐ Share mission of Diocese
Appendix J – Emergency Contact Information Form

Diocese of Yakima
EMERGENCY CONTACT INFORMATION

Please complete and return to __________________________

Name: __________________________
Street Address: __________________________
City, State, Zip Code: __________________________
Home Phone: (include area code) __________________________
Cell Phone: (include area code) __________________________

List below the name, address, and telephone numbers of at least two people that we may contact in case of an emergency:

Name: __________________________
Street Address: __________________________
City, State, Zip Code: __________________________
Home Phone: (include area code) __________________________
Business Phone: (include area code) __________________________
Cell Phone: (include area code) __________________________
Relationship to you: __________________________

Name: __________________________
Street Address: __________________________
City, State, Zip Code: __________________________
Home Phone: (include area code) __________________________
Business Phone: (include area code) __________________________
Cell Phone: (include area code) __________________________
Relationship to you: __________________________

Signature: __________________________ Date: __________________________