

# ONBOARDING/OUTBOARDING HUMAN RESOURCES

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# Recruitment Process is Key

- No organization can afford to neglect this
- Even more important for the Church:
  - Our most important asset is not money but people
    - Need for professional and competent people
    - Need for committed people
    - Need for people who are committed to the mission of the Church
    - Need for people who fit in with the team
      - A fit is someone who:
        - Brings the right competences
        - Understands the Church and how it works
        - Represents the Church well
        - Is not polarizing
        - Has high social intelligence

# The Recruitment Process

## Before recruitment

- New positions?
  - Restructuring?
  - Develop JD
- Committee action?
  - ADCOM/FnCom/HR
- Existing positions?
  - Update JD?
  - Set up Search Committee?- ADCOM

## During Recruitment

- Brainstorming
- Advertising
- Search/HR Committee
- Contacting
- Authorization
- Interviewing

## After Recruitment

- ADCOM
- EXCO Action
- Orientation:
  - Personal living
  - HR – Manual, policies
  - Professional Handover
- Hospitals: mission and history

# Interviewing - General Principles

- Conduct an interview, not an interrogation
  - Put someone at ease; the more at ease, the more genuine the answers will be
  - An interview is a two-way street to explore a potential future together
- Map out what we are going to do: process, structure of interview, who is going to be involved in interviews, potential timeline

# What to look for in an interview

- Personality
- Technical skills
- Adaptability
- Energy level/engagement

# SOFT SKILLS

- Empathy
- Communication
- Coaching & Mentoring
- Creativity
- Personality Development
- Time Management
- *Motivation*
- Negotiations

# What you can expect from an interviewee

- Professionalism: The skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well.
- Preparation: knowledge of what you do.
- Interest in the organization.

# What you can expect from an interviewee

- Interest in the mission of the organization.
- An ability to relate to the needs of the organization.
- Willingness to speak about his guiding philosophy.



What you can expect from an  
interviewee

# What the interviewee expects from you

- Preparation
- Uninterrupted attention
- Readiness to share needs of the organization, vision, potential for the future (and eventually career potential)
- Reasonably quick follow-up

# Structure of the interview

- Warming up
- Background development – What drives it?
  - Academic
  - Professional
- Exploration of interest(s)

# Structure of the interview

- Sharing of information about the organization
- Exploration of the «fit»
  - Vision, mission, future potential
  - Corporate personality vs. Interviewee's personality

# Awareness of the «Window»

- Low-level window vs. High-level window, or simply «different window»
- Career window

# The mission-service interview

- Structure essentially the same:
  - Put the interviewee at ease
  - Explain the stages of the interview process

# The mission-service interview

- Structure essentially the same, but with some important differences:
  - Discerning the plan of God in someone's life: how has that person been prepared for service/missionary service
  - Understanding the nature of the individual's calling
  - Understanding the preparation for cross-cultural interaction
  - Understanding the «burden», the motivation and drive

# The mission-service interview

- The approach as an interviewer is a mixture of professional and pastoral qualities:
  - Discerning professional as well as spiritual qualities and gifts
  - Understanding the strength of one's spiritual life and personal commitment to Christ → 2 instruments
    - Daily spiritual experience questionnaire
    - Spiritual Leader Questionnaire



# The mission-service interview

- Other important differences:
  - Exploration of background explores suitability for mission; technical or professional skills are more in the background (reference checks)
  - → Spouse interview

# The mission-service interview

- Should take place with the spouse
  - Make sure he/she supports the interest of the spouse
  - Understanding the family dynamic and readiness: children, parents, family/health concerns
  - Aspiration and Own engagement

# The mission-service interview

- Description of the characteristics of the appointment: challenges, culture, problems and opportunities, seeking to determine the fit.

# The mission-service interview

- Process of the call, description of the rest of the process
- Description of the support of the Church: pay and benefits
- Timeline
- Close

# Outboarding

- For Cause:
  - Moral Fall
  - Documented track record
  - Work with legal counsel

# Outboarding

- Reduction in Force (RIF)
  - Review of the services: what service can we do without? What is essential vs. nice to have?
  - Engage the department heads in the deliberations
  - Time studies: how much time does it take typically to perform?
  - Set up criteria: retirement age? Years of service? Quantity and Quality of work? Limitations? Performance evaluation? Social challenges? Goes the second mile? How difficult/easy is it to spread their work?
  - Age, race, ethnicity cannot be criteria → the makeup after the RIF should continue to reflect society at large

# Outboarding

- HR Committee is informed of the action that is going to take place
- Termination interview:
  - By the department head
  - Immediately after that:
    - Department head meets with his staff
    - The terminated employee meets with the HR director:
      - Who explains the terms of the termination
      - Makes an appointment to come into the building to pack
- ADCOM → EXCOM

# Outboarding – Some advice

- Never make promises: “They make many **promises**, [...] and make agreements; therefore lawsuits spring up like poisonous weeds in a plowed field.” Hosea 10:4
- Pray, but don’t use prayer as a weapon. Ask for permission!
- Ask if there are any questions, and ask again. Don’t give the impression that it is a rush
- Express appreciation for the years of service
- Express confidence in God’s guidance
- Provide cell phone in case there are other questions in the future
- Try to treat better than what the policy allows – Be generous



Thank you!