Recruiting & Interviewing Toolkit for Hiring Managers

Human Resources Department
Moody Global Ministries

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This Recruiting and Interviewing Toolkit is for hiring managers. It is designed to provide general information on the Moody Global Ministries hiring process. Recruitment for specific positions such as Faculty or Executive level positions will vary somewhat. For the majority of our hiring situations however, this Toolkit will help you navigate through to the hire and onboarding of your new employee.

We understand that the hiring process encompasses many areas, so when a position becomes open in your area of responsibility, refer to this Toolkit for the information you need.

This Toolkit is in no way intended to minimize interaction with your recruiter. As always, Human Resources is available to assist you.

CREATE THE JOB DESCRIPTION

Before you can hire a new employee, you'll need to know your expectations for the position. Let's begin by answering the question, "What work needs to be completed?" Once you've answered this question, you will have determined scope for the position and the profile of the person you are looking for. Doing so will create a greater return on investment for the hiring manager, the employee, and Moody as a whole. *(See Job Description Template and Sample Job Description attachments.)

If this is an existing position, this is still the time to re-evaluate your opening to make the best use of this potential addition to your staff. Since positions are limited, you will want each position to yield the greatest return toward the mission of your department.

Consider the following;

- Summary - What is the overall purpose of this position? Why does this position exist?
- Essential Duties and Responsibilities - What are the most important functions/responsibilities needed to achieve the purpose of this position?
- Education and Experience - What is the minimum (or range of) education and/or previous experience that the candidate must have to successfully perform this job?
- Knowledge, Skills & Abilities - What are the skills and knowledge necessary to achieve the purpose and meet the expectations/responsibilities of the position? What will they need to know in order to succeed?
- Work Environment - What type of environment will this candidate encounter in this job, i.e.: high noise level, quiet professional work environment, unusual schedule, minimal travel required frequently exposed to outside weather conditions, etc.
- Physical Demands - What physical demands are required of this job, i.e.: amount of walking, lifting, standing, reading, etc.

*Job Descriptions originate with and are held by the Department Manager. In some cases, Human Resources may have a previous job description for your open position, however it may not be the most recent version. For newly created positions or for positions that have been significantly adjusted, hiring managers will need to create and submit a new job description for approval.

COMPLETE JOB OPENING REQUISITON

Prior to beginning the recruiting process you will need to submit a completed "Job Opening Requisition" for approvals. The Job Opening Requisition can be located on the Human Resources Home page at http://my.moody.edu. Attach the undated Job Description to the Requisition. The same form can be used for any job opening. Follow this website navigation;

Main Menu > Directory by Department > Human Resources > Human Resources Homepage > Recruitment > Job Requisition

All requisitions require approvals. Follow the specific instructions on the requisition for the type of job opening you have (refer to attached Job Opening Requisition Form and Requisition Process flowchart).

If a requisition remains open longer than 6 months, it must be resubmitted with justification as to why the position is still necessary. This justification should include how the work has been accomplished since the departure of the incumbent, what, if any, are the extenuating circumstances.

USING THE APPLICANT TRACKING SYSTEM

All open positions at Moody are now located on our "Careers" page (externally at www.moodyglobal.org and internally at https://my.moody.edu), which requires all candidates interested in applying must complete the application electronically through the Applicant Tracking System. We can no longer accept applications in any other way. One of the benefits to you, the hiring manager is that you will have access to all candidates in one place and you will see them in "real time." If you wish to print all or a portion of the application for use during the interview, you can do so.

Included as Attachment E is a guide for accessing the list of your candidates in the **Applicant Tracking System** (sometimes referred to as TAM; Talent Acquisition Manager).

FINDING GREAT CANDIDATES

Your job, as a hiring manager, is to recruit the best employee possible. Recruitment has many avenues: internal candidate sourcing, referrals, job postings (internal/external), career fairs, advertising, or Internet sourcing. Human Resources will assist in these, but many times you will have an understanding of how to best reach your audience. Let's discuss any suggestions you might have. Here are examples;

Internal Sourcing

Whenever possible, we should recruit and promote talent from within Moody. Internal recruitment increases morale and allows employees to have a "Career Path." If you are interested in learning more about an employee outside your department, do not approach that person, rather, inform the Employment Services Manager (ESM) who will act as a liaison between the two departments (refer to page 8 of the Employee Information Guide)

Internal Transfers: When someone from inside MBI is interested…

1. Employees must have worked for 12 months in position before eligible for a transfer.
2. Employees must work through HR when inquiring about and pursuing an internal transfer.
3. Hiring managers cannot approach an internal candidate about a position. HR will approach them.

Referrals

Word-of-Mouth is a very effective method of recruiting talent. An employee referral or networking allows us to tell why working at Moody is great. Discuss your need with co-workers through your department or divisional meetings. Share the skills and background you're looking for and allow co-workers to use their connections to assist. Good employees usually know other good employees and by doing so, they may qualify for an "Employment Referral Bonus" in the process. (Review the Employee Referral policy details on page 39 of Employee Information Guide)

Job Postings

Open positions are posted on our MBI Careers webpage located at www.moodyglobal.org. We also have the ability to utilize external job boards. It has been our experience that the large boards such as Monster.com & CareerBuilder.com, do not work for our selective candidate pool and the high cost of the posting isn't justified. More specialized, trade specific or Christian job boards have yielded better results. For additional information on job postings or if you have suggestions, let us know. We are interested in helping. Cost for external postings is generally split between the hiring department and Human Resources.

Advertising

Newspaper, trade journals, and local advertising have taken a back seat to online advertising; however, in some markets, mostly outlying locations, it can still be an effective way to recruit talent. If you are interested in local advertising, please work with your recruiter.

Open "Walk-in Wednesdays"

On the Chicago campus, each Wednesday afternoon, from 1:00-3:00PM candidates can "walk-in" to Human Resources without an appointment and talk with a recruiter. This gives the opportunity for both HR

and the candidate to better assess the "fit" for the opening. We have done this for over 10 years and it has proven to be very helpful.

Job Fairs

Job fairs serve several purposes; including gaining name recognition, advertising, recruitment, etc. If you are interested in attending a job fair, contact the Employment Services Manager.

College Recruiting

Check with the colleges in your area. Many of them have outplacement offices on campus and will post job openings.

Community Organizations

Each month Employment Services sends our list of current open positions to more than 300 churches, schools and like-minded organization in the Chicagoland area. There may be other organizations which offer recruitment and advertising. Often times, these services are free of charge. Some organizations have job posting boards or network groups you can take advantage of; others require a membership fee. Some examples are listed below.

- ☐ Churches
- ☐ Unemployment Offices
- ☐ Government Agencies
- ☐ Chamber of Commerce
- ☐ Elks, Lions,
- ☐ YMCA/YWCA

Military

Many military bases have networking boards or outplacement organizations. These services are normally free. You can find additional information at local military installations or through the base newspaper.

Unemployment Offices

Each state has an Unemployment Office with free job posting and networking information. Contact your local Unemployment Office for more information.

DIVERSITY

Moody is committed to achieving greater diversity across all departments. Moody has developed the following diversity statement:

> *Moody will reflect the ethnic and gender diversity of the Body of Christ, not simply in token representatives, but modeling true unity in diversity in every segment of our community. Moody will make the changes required to be an inclusive, collaborative community, and will ensure that we are able to attract, retain, and advance those who enable us to accomplish this vision.*

In addition, the Civil Rights Act-Title VII guarantees equal employment opportunities to all regardless of race, national origin, color, religion (exemption for religious organizations such as Moody), or gender (including pregnancy) unless such a factor is a bona fide occupational qualification (B.F.O.Q.) for the job.

Good Faith Efforts (GFE's) are to be taken by companies to resolve "under-utilization" or "under representation" of protected classes in specific job groups or departments. Moody is committed to make a deliberate effort toward recruitment of individuals with disabilities, disabled veterans, and/or veterans of the Vietnam era in addition to development in positions where under-utilization of women and minorities exist.

To demonstrate good faith effort in curing under-utilization, you can reach out to a list of recruiting sources that may provide assistance in recruiting qualified members of specific groups such as:

- ☐ Colleges with high percentage of minority/women (alumni too)
- ☐ Community and Technical colleges
- ☐ Veterans' groups (American Legion, AMVETS, VFW)
- ☐ Women's organizations (National Organization for Women, YWCA, Women's Resource Center, Women's Support Center)
- ☐ Vocational rehabilitation centers such as Goodwill Job Connections or Job Corps of America
- ☐ Community Organizations (Urban League, NAACP)

*For some positions in Radio, the Federal Communication Commission (FCC) requires reporting of those GFE's and the leads they generate. If you are a station manager, please refer to Moody Radio's EEO Compliance Procedure.

WHAT DO WE USE TO SCREEN AND EVALUATE CANDIDATES?

Moody Application

Filling out the application is the first screening of the candidate. Because of our tax exempt status on the basis of a Christian organization, we have the ability to ask questions and to require that our employees are "like-minded individuals." Before a candidate is able to click the "Submit" button during the application process, they must indicate that they have read and agree to the Employee Standards (same as found on page 4 of the E.I.G.). In this way, the application not only gives us vital information concerning that candidate's background and experience, but also acts as a self-screening mechanism.

Questionnaire

Found inside the Application is a "Questionnaire" tab. These questions are specific to Moody. This is where, among other things, salvation, ministry involvement and church membership information are found. This information still requires vetting, but you will be able to see how the candidate has answered the questions.

Resume & Cover Letter (if provided)

We strongly encourage candidates to include these documents. If included, they will appear as "Attachments" to the application. You can view attachments electronically or print them for use during the interview.

Personal Interviews

These interviews can be a combination of phone screen, face to face, or via technology such as Skype. Human Resources and the Hiring Manager should debrief to review notes and discuss findings after the interview.

Candidate Testing

Human Resources will work with you to establish which tests would be effective in assessing the needs for your position. The most common tests used are to assess attention to detail, problem-solving, and work-style attitude. For assessing technical skills, we can also use web-based testing. If this is something you are interested in, please talk to the recruiter handling your open position.

References & Background Checks

Human Resources will check references for top candidate(s). Human Resources will also conduct background checks as per position requirement. Prior to an offer of employment, Human Resources check all candidates against the National Sex Offender List.

Who is employable at Moody?

- Authorized to live and work in the U.S.
- Must give a clear profession of evangelical Christian faith.
- Regularly attend an evangelical Christian church.
- Agree to live by employee community standards.
- Able to sign the Moody Doctrinal Statement.
- Marital status can be a factor based on position.

To assure the best interview possible, there are several things you'll want to do. Please review this list and familiarize yourself with these points prior to interviewing your candidates.

Prepare List of Questions

In order to determine if the candidate possesses the skill set you need, you must ask the right questions. In order to determine what you need, you must know what you are looking for. Using the job description you have created, you can also create a profile of the person you are looking for. Prepare a list of 8-12 questions that you will use for each candidate. Sometime you will not have time for the entire list, and other times a candidate will volunteer information causing some questions to be unnecessary (for more information, refer to page 12).

- Highlight the duties that *require specific expertise or education*. These are the attributes that a candidate must have in order to be successful in the job.
- Next, underline those duties that, if necessary, you would be willing to train for. These are the attributes that would be nice to have already acquired but not required. The candidate would still need to exhibit aptitude toward learning these however.
- Conduct a job analysis, asking yourself, "What would make an unsuccessful candidate?" and, "Why have people left this position previously?"
- From these three lists, create open-ended behaviorally- based questions (refer to list of sample questions in Attachment A).
- Before conclusion of the interview, include a few questions where the candidate can tell you what he or she is looking for. In order for longevity and satisfaction, the candidate must feel this is work they are being called to do.

Phone Screen

If you are filling a technical position or if the candidate would require relocation, you and your Human Resources recruiter may decide that a phone screen is prudent prior to bringing a candidate in for a face to face interview. Please work with your recruiter for scheduling phone screens. It is not meant to be a full interview. Spend about 15 minutes to review his or her resume. If you are still excited about this candidate after you have reviewed the details of the resume, your recruiter will schedule the candidate to come on location

Create a Positive First Impression

From the moment the candidate sees you, they are forming their opinion of what it would be like to work for you and for your department. We want to give them a realistic idea, but it should also be the best impression possible.

- Create a relaxed atmosphere where the interview will take place. You'll want to be in a location that is quiet and free of any interruptions. Many times this can be an office or conference room. Generally speaking, the interview should take place "behind closed doors."
- Make your department or office a pleasant place. Look at the area with fresh eyes; we can become blind to things we see every day. Take the time to ensure the area is in good condition, neat, clean, void of trash, with good lighting.

- Dress for the interview. Presenting a professional image will give the candidate the feeling that you are engaged and serious about the interview. Finally, be prepared for the interview: organize your paperwork and your thoughts prior to your appointed time with the candidate.

- You want the candidate to be able to envision spending 8 hours here every day. Do your best to make it attractive and welcoming.

Establish Rapport

From the time you greet the candidate you should make them feel welcome and comfortable. Always greet them in a timely manner. Don't make them wait for more than 10 minutes in a lobby or waiting area. Greet them with a friendly smile and firm handshake. Briefly engage in casual conversation, ask if they had any difficulty with traffic, etc. and tell them you're happy they accepted our interview invitation. When directing the candidate to the interview location, ask them if you can hang their coat or store their luggage.

Summarize the Interview Itinerary

Once the candidate is comfortable and "settled in," give them a brief overview of what to expect over the next hour or so. Let them know that you will be asking them for their complete employment history as well as specific questions about tasks or projects they have worked on in the past (behavioral-based questions). Tell the candidate it's ok to pause for a moment to collect their thoughts so they can articulate them more clearly. Tell them that you will also give them an opportunity to ask questions and let them know if you are planning to give a tour of your work area or have them meet with any additional team members. Let the candidate know how long you expect the interview to last. If there is a time deadline, assure the candidate you will do your best to consider their schedule and keep the interview on track.

Be Prepared to Answer Questions

While the goal of the interview is to get information from the candidate, remember that information must flow two-ways. The candidate will most likely come with a list of questions they would like to ask in order to determine best fit for themselves. The answers you provide and the enthusiasm you show can strengthen their desire to join Moody or remove any interest they might have had. Consider how you would answer the following questions;

- Why is the position open?
- Why did the incumbent leave?
- What are the responsibilities?
- What would be the career path for this role?
- How does this department fit into Moody as a whole?
- What is the culture of this work unit or of Moody as a whole?
- Why do you continue to work at Moody?
- What is the next step after this interview, what can I expect?

Pray for the Lord's Direction

There is no substitute for the Lord's intervention. You can do everything correctly, following every manual, but if we miss the Lord's direction we will fail to hit the mark. Pray with your department for the person that the Lord has prepared for this roll. Pray that the Lord's timing would bring the best candidate quickly, but if not, pray for wisdom in how to proceed and for grace during the wait. The Lord has prepared the right person for your position.

BEHAVIORAL-BASED INTERVIEWING

Behavioral-Based Interviewing is grounded in the principal that past performance is the best predictor of future performance. With this type of approach the interviewer will pre-determine the core competencies or skills required for success in a particular job. When the interviewer asks behavioral-based questions, they are probing for "behavior patterns" rather than "correct" answers. It becomes less likely that the candidate can provide "pat answers" or answers with a lot of theory about something they may have read from a book.

> FOR WE ARE GOD'S WORKMANSHIP, CREATED IN CHRIST JESUS TO DO GOOD WORKS, WHICH GOD PREPARED IN ADVANCE FOR US TO DO.
>
> EPHESIANS 2:10 (NIV)

Interviewing Techniques

To assist you during the interview there are a few things you will want to remember;

Ask for a "Specific time when…" By using the word "specific" you will help drive them to a particular event and may help them to access details. Listen for their answer, if they are speaking in generalities, guide them back, and ask the question again.

Example: Interviewer: Tell me about a specific time when you had to get creative to solve a customer's problem.

Candidate: "Every customer has unique issues, so I have to be creative with all of them."

Interviewer: "I understand, but tell me about a specific case. What were the details?"

Allow time to think: Sometimes the candidate will say something to the effect of, "I can't really think of anything right now." Or "nothing comes to mind." Don't be afraid of giving them some time to think. Answer with, "I understand, I'll give you a few minutes while you think of a specific situation."

Allow Silence: One of the most powerful interviewing tools is silence. In an interview, your silence suggests that you expect more information. If you jump to fill the silence, you will lose the opportunity to get additional information.

Ask open-ended questions: An open-ended question is designed to help the candidate give a lengthy response as opposed to a one or two word answer. If the candidate does answer briefly, ask them to describe or give an example.

Probe for Information/Clarification: Probes are used to increase the amount and depth of information the candidate is giving you. Probes encourage the candidate to elaborate and clarify. They provide you with information that the candidate may not have volunteered without the probe. One

useful probing device is to repeat a key word or phrase the candidate used.

Example: Candidate: "I got along with my supervisor pretty well most of the time, but then like most people, we occasionally had disagreements."

Interviewer: "Disagreements?"

Candidate: "Well, sometimes we had different opinions about the best way to get the work done. But we usually came to an agreement."

A disagreement could mean anything from a shouting match to a mild difference of opinion. The use of probes will clarify shades of meaning.

Other examples of probes to help candidates elaborate and clarify are:
"What do you mean by _____?"
"Tell me more about that."
"Can you elaborate?"

Seek Contrary Evidence: The candidate is motivated to give as many positives as possible about his or her skills and abilities. Consequently, it is important for the interviewer to gain a balanced picture of the candidate's strengths and weaknesses during the interview. Although seeking contrary information requires some degree of persistence on the interviewer's part, most candidates will, with some encouragement, share information about both their assets and limitations.

When they give contrary information, ask them, "Looking back now, is there anything you would have done differently." Or "What did you learn from this?" We all have situations where we could have behaved differently, our hope is that we learn from our mistakes, but if a candidate fails to see there was a mistake, it is most likely that this behavior will repeat itself.

Included in the attachments, is a list of general behavioral-based and open-ended questions that may get you started as you create your list for the interview.

Do..	**Do Not....**
Get quantifiable information (e.g., What was the percentage of attendance when you started? When you left? How many calls were you handling in a day? How much did you grow in revenue? Explain how, with details, you improved the process.	Do not accept vague answers (e.g., participation really took off! My boss and I had a difference of opinion. That job just did not work out).
Talk about actual experiences in their career. (e.g. Tell me about a time when you….	Do not ask hypothetical situations (e.g., What *would* you do in this situation?).
Listen and ask follow-up questions. Re-direct the candidate if they are getting off track.	Do not talk too much. Talk less than 20% of the time.

Hear what is being said: Effective Listening demonstrates interest in a person. Listening is crucial both for establishing rapport and for gaining information you will need to assess the candidate. Following are some tips on how to "hear" what is being said.

Do...	Do Not...
Concentrate; make a conscious effort to listen to the candidate.	Doodle or try to do something else while you are listening.
Put all irrelevant matters out of your mind; resist distractions. Close computers, turn off or silence your cell phone.	Let your feelings about the candidate or the subject affect your listening.
Listen for meaning, main thoughts, and feelings.	Listen just for the words or facts alone.
Keep your eyes on the candidate.	Interrupt.
Put yourself in the candidate's place - try to understand the candidate's point of view and intentions.	Express immediate agreement or disagreement.
Use feedback (summaries or restatements) to confirm or clarify the candidate's meaning.	Assume you already understand.
Actively Listen	Do most of the talking.

Maintain Control of the Interview: During the course of the interview, it's important to stay on track. As the interviewer, you will get the information you are looking for in the allotted timeframe if you maintain control.
Always have your goal in mind - getting and clarifying information.

1. Avoid asking questions which can be answered with "yes" or "no." Remain alert for evasive tactics.
2. Be flexible and willing to allow for some free discussion in promising areas, but be ready to step in and redirect the conversation back when the candidate drifts off the subject.
3. If the candidate rambles or digresses, it is appropriate to interrupt. (But remember, it is the candidate who should be doing most of the talking.)
4. Allow sufficient time for the candidate to respond fully.
5. Be prepared to word/reword questions so the candidate will know precisely what information you want. Be prepared to wait for the answer.
6. Be thoroughly familiar with the job description, skills and requirements.

Take notes: Tell the candidate you will be taking notes because you want to be sure to remember the facts about their skills and experience. Note taking communicates that you are serious about getting as much information as possible about the candidate.

You should not overly concentrate on taking notes. Too much note taking may distract you from what is being said. To avoid anxiety and inhibiting further responses, stop taking notes during sensitive discussions such as explanations of dismissals, failures or mistakes. Make a mental note of these discussions and, if relevant, write them down immediately after the interview.

If you do not have the opportunity to take notes during the interview, writing down your impressions immediately after the interview can be helpful. Complete a Candidate Evaluation form immediately for each candidate interviewed. (Because the needs of departments and work units vary, you may want to create your own Candidate Evaluation Form; however, you may adapt and use the Candidate Evaluation Form in Attachment G.)

Because some time may pass before a recommendation or hiring decision is made, documenting your interview will help you recall the information you have generated. A clear record of the highlights of the interview including a summary of strengths and weaknesses will help you evaluate the candidate. Good records will also be helpful if you have to justify a decision.

Do not record illegal information: See the following section on "Keeping it Legal" and remember that although you are encouraged to take notes, remember to never ask or record an observation that may lead to a question of discrimination. If a candidate volunteers personal or potentially discriminatory information, kindly interrupt and redirect back to, "…information that is important for my open position."

Wrap up the interview: Be sure to give the candidate time to ask questions. You may also want to give the candidate a brief summary of what to expect about the timing of the hire. (e.g. that you will be interviewing 3 other candidates, or you will be bringing your top 2 candidates back for another interview.) In each case, let them know that if they have additional questions, they should reach out to Human Resources for follow-up.

It is important to "get to know" the candidate in the interview. However, it is equally important to avoid questions that may lead to discrimination. In many cases, Human Resources will handle areas of immigration and ability to work in the United States, divorce or religious qualifications. However, it is still critical that you follow these "Do's and Don'ts" to help you "keep it legal" during the interview.

Interviewing Candidates with Disabilities:

DO TALK ABOUT	DON'T TALK ABOUT
The position, its duties and responsibilities. The mission, programs, and achievements of the company. Career opportunities and possibilities for advancement. The location and work environment (facilities, equipment, travel, functional requirements, etc.) of the position. The individual's knowledge, skills, abilities, experience, education, and interests. Performance expectations for the position. Why the candidate thinks he or she can do the job.	Famous people with disabilities. How the candidate functions in his or her personal/social activities. What the candidate can't do (or can't do in the same way) that you do. Other people with disabilities you know – persons with even identical disabilities are different. Everything except your greatest concern. It is better to give a candidate a chance to say how they could do the job or perform a particular function, than not ask and turn down the candidate because of negative assumptions.

In making a Selection or Recommendation, it is improper to give consideration to such factors as;

- Architectural barriers or other factors including safety, which could be overcome with reasonable accommodations by Moody.
- You have never had an employee with a disability before.
- Hypothetical working conditions which would rarely occur.
- Objections which might be raised by the public or coworkers.

DO	DON'T BE AFRAID TO
• See the whole person in front of you. You can talk to an individual but not to an abstraction, such as a disability. • Tell the candidate what you want done on the job and give them an opportunity to say how they can help you accomplish that.	• Use the word "see," "look," etc., to a blind person. • Ask a person with a speech impairment to repeat something. • Repeat something that a person with a hearing impairment might not have heard or read completely form you lips. • Use simple and concrete language when interviewing a candidate with obvious learning disabilities.

PRE-EMPLOYMENT INQUIRIES – What you can and cannot ask!

ACCEPTABLE	SUBJECT	UNACCEPTABLE
Languages applicant reads, speaks, or writes.	NATIONAL ORIGIN	Questions as to nationality, lineage, ancestry, national origin, descent, or parentage of applicant, applicant's parents, or spouse. What is your "mother tongue" or language commonly used by applicant. How applicant acquired ability to read, write, or speak a foreign language.
Name and address of parent or guardian if applicant is a minor.	GENDER MARITAL STATUS FAMILY	Questions which indicate gender. Questions which indicate applicant's marital status. (Human Resources will qualify if necessary) Number and/or ages of children or dependents. Provisions for child care. Questions regarding pregnancy, child bearing, or birth control. Name or address of relative, spouse, or children of adult applicant. "With whom do you reside?" or "Do you live with your parents?"
	RACE COLOR	Questions as to applicant's race or color. Questions regarding applicant's complexion or color of skin, eyes, hair.
Statement that photograph may be required after employment.	PHYSICAL DESCRIPTION PHOTOGRAPH	Questions as to applicant's height and weight. Require applicant to affix a photograph to application. Request applicant, at his or her option, to submit a photograph. Require a photograph after interview but before employment.
Statement that the position requires specific physical ability such as long periods of standing, ability to lift, etc. "This should apply to all applicants in same job category) "Are you able to perform the essential and marginal functions of the job for which you have applied with or without accommodation?"	PHYSICAL	Questions regarding applicant's general medical condition, state of health, or illnesses. Questions regarding receipt of Worker's Compensation. "Do you have any physical disabilities or handicaps?"

ACCEPTABLE	SUBJECT	UNACCEPTABLE
"Have you ever been convicted of a felony, or, (within specific time period) a misdemeanor which resulted in imprisonment?" (Such a question must be accompanied by a statement that a conviction will not necessarily disqualify applicant from the job applied for."	ARREST CRIMINAL RECORD (as of January 2015, can no longer be asked on the application)	Arrest record or "Have you ever been arrested?"
Name "Have you ever used another name?" or "Is any additional information relative to change of name, use of an assumed name, or nickname necessary to enable a check on your work and educational record?" If yes, "Please explain."	NAME	Maiden Name
Place of residence.	RESIDENCE	"Do you own or rent your home?"
Statement that hire is subject to verification that applicant meets legal age requirement. "If hired, can you show proof of age?" "Are you over eighteen years of age?" If under eighteen, "Can you, after employment, submit a work permit?"	AGE	Age. Birthdate. Dates of attendance or completion of elementary or high school. Questions which tend to identify applicants over age 40.
"Can you, after employment, submit verification of your legal right to work in the United States?" or state that such proof may be required after employment.	BIRTHPLACE CITIZENSHIP	Birthplace of applicant, applicant's parents, spouse or other relatives. "Are you a U.S. citizen?" or citizenship of applicant, applicant's parents, spouse, or other relatives. Requirements that applicant produce naturalization papers or alien card prior to employment.
Statement that bonding is a condition of hire.	BONDING	Questions regarding refusal or cancellation of bonding.
Questions regarding relevant skills acquired during applicant's U.S. military service.	MILITARY SERVICE	General questions regarding military service such as dates, and type of discharge. Questions regarding service in foreign military.
"Please list job-related organizations, clubs, professional societies, or other associations to which you belong – you may omit those which indicate your race, religious creed, color, national origin, ancestry, sex, or age."	ORGANIZATIONS ACTIVITIES	List all organizations, clubs, societies, and lodges to which you belong.

ACCEPTABLE	SUBJECT	UNACCEPTABLE
Names of persons willing to provide professional and/or character references for applicant.	REFERENCES	Questions of applicant's former employers or acquaintances which elicit information specifying the applicant's race, color, religious creed, national origin, ancestry, physical handicap, medical condition, marital status, age, or sex.
Name and address of person to be notified in case of accident or emergency.	NOTICE IN CASE OF EMERGENCY	Name and address of relative to be notified in case of accident or emergency.

What About Your Notes?

Poor record keeping and inappropriate questions may come back to haunt you. Discrimination charges could be directed at both Moody and a personal individual (meaning you, the hiring manager). In order to reduce liability for Moody and yourself, consider four key questions when documenting the interview:

1. Do my interview notes substantiate the evaluation and final decision?
2. Do my notes include any illegal information?
3. Do my notes include irrelevant information, references to personal or physical characteristics or references to future plans that don't affect current employability?

For more information on relevant/irrelevant questions, please contact your recruiter.

Compensation

Although salary is the first thing that comes to mind when we mention compensation, there are many non-monetary rewards to employment at Moody. Do not discuss salary ranges with your candidates. Human Resources will engage in that discussion as well as an explanation of Benefits

When determining the salary range, compensation should be fair and competitive for each position. There are many contributing factors that are considered when a compensation program is formulated. These factors include education, experience, market condition and internal pay relationships.

Each job at Moody has an established salary range. Typically a candidate should be hired between the minimum and midpoint of the salary range, depending on the above factors. *The salary offer is not based on available budget.*

Human Resources will work with the hiring manager to establish the starting pay of each new hire.

Presenting the Offer

Human Resources will make the offer and discuss terms and benefits. After the offer is verbally communicated, Human Resources will prepare the offer letter and send it to the candidate via the on-line "Careers" page portal. Candidates will generally have three to five business days to consider the offer. If they do not "accept" immediately, Human Resources will follow up with the candidate the next day to ask if they have any questions and will update you with communications from the candidate. When the candidate "accepts" the offer, an automated reply is sent to both the recruiter and the hiring manager notifying you of the change in status.

If the candidate "declines" the offer, Human Resources will follow up with the candidate to discuss any potential options. A candidate should not be allowed to engage in counteroffer debate with the department. Our goal is to present our best offer from the beginning in order to preserve internal salary equity. Human Resources will update you with communications from the candidate. If a candidate calls or emails you directly, let them know they are to contact Human Resources.

Note: Hiring managers are not authorized to discuss an offer of employment to a candidate. Please direct any salary inquiries back to the recruiter working with you. Do not make unauthorized promises to candidates.

> LIKE AN ARCHER WHO WOUNDS AT RANDOM,
>
> IS HE WHO HIRES A FOOL OR ANY PASSER-BY.
>
> PROVERBS 26:10 (NIV)

New Employee Orientation

It is strongly recommended that a newly hired employee attend Orientation on the first day at Moody. In Orientation, they will be given the necessary paperwork to complete. Some can be returned to Human Resources, but the tax documents and the I-9 must be completed within 3 days of their start date. In Orientation, they will have an ID badge created and receive information about Moody history, benefits offered, etc.

Human Resources will continue to work with your new hire to be sure they understand and complete these necessary steps, however the preparation you take to assure your hire feels welcome and valuable will go a long way in retaining them for years to come.

New Employee Integration

Now that you've hired your top candidate, let's talk about retaining her/him. You've invested your time to recruit and interview, it will be a wise investment to spend additional time to help your new employee integrate into the department. Here is a short list of suggestions;

- Department Preparation for new employees – make sure they will have what they need at their desk (phone, voice mail, email, computer, work area, business cards, special equipment, etc.)
- First Day Experience – when they arrive their first day, have someone designated to meet them. Make them feel welcome.
- Departmental Orientation – Does your department have recurring meetings, (e.g. devotions, department meetings, go to Presidents Chapel as a group)? Let them know to put these on their calendar.
- Peer Coach- assign someone from the department to be the "go-to" for the next month. When they have a question about the copy machine or where to put the recycling, they will know to whom they can ask those questions. Assign someone to show them how to log in and fill out their time report.
- New Employee Lunch – Usually the hiring manager will meet the new employee during the break in Orientation on the first day, however, having other members of the department invite them for lunch is a great way to get acclimated to the new area.

The first impression casts a long shadow: your actions should shout, *"We're so glad you are here, you are an invaluable addition to our team!"*

Within the first 2 weeks your employee must be able to answer a strong, "YES" to these questions:

1) I know what is expected of me at work.
2) I have the materials and equipment I need to do my work correctly.

Career Development

It's important to discuss potential career growth and a possible career path. Let your employee know how members of your department work together, explain your organizational chart and how your organization fits into Moody as a whole.

Explain the expectations you have for the next few months. Also, explain the expectations and goals you will have for the annual performance review. You can be an effective mentor by providing challenging work assignments, coaching, recognizing good performance, providing constructive feedback and offering support and encouragement.

Attachments

Attachment A
(JOB DESCRIPTION TEMPLATE)

Job descriptions should not be more than two pages in length and can include either bullet points or numbering. For posting purposes, there may be times when portions of the job description are omitted.

Job Description for:

[POSITION TITLE]

Function of Job

[Include to whom the position reports and general summary of what the position was created to accomplish.]

Example:

Under the general supervision of the Vice President of Human Resources, to be responsible for the overall management of the recruitment, selection and employment functions at the Moody Bible Institute and for specific recruitment/employment responsibilities as assigned.

Job Characteristics and Responsibilities

[list in order of importance the essential function of the job and the approximate percentage of time spent on each of the activities; describe what *must* be accomplished, not *how* it must be done; include supervision or management responsibilities, quality and quantity standards, physical, mental and perceptual functions of the job.]

Example:

This	Not This
Maintain monthly records of applicant processing, employee turnover, recruitment performance, minority representation, etc. and report as assigned.	Each month, update the following by the 8th: Monthly Turnover Report, Recruitment/Referral Report, Employee Action Report, Minority Representation Report, Transfers/Promotions Reports. Process findings to VP of Human Resources.

Minimum Requirements

[Include education, experience, special skills, certifications and licenses required]

Example:
BA in HR Management, Organizational Leadership or related field. 5+ Years' experience in similar role, Skilled in Conflict Management, Experience with Applicant Tracking software a must. Membership in Society of Human Resources

Preferred Requirements

[Include experience with specific programs or software, use of equipment, special skills or languages.]

Example:
MA degree preferred. Experience with Peoplesoft/Oracle TAM software preferred.

Any Additional Comments

Attachment B
(JOB OPENING REQUISITION)

Job Opening Requisition

Hiring Manager Name: _____

Step 1: Hiring Manager to complete basic Job Information.

Requisition Type

- ☐ New Job
- ☐ Adjusted Job
- ☐ Continuing Job

Employment Type

- ☐ Full-Time
- ☐ Part-Time

Part-Time Type

- ☐ Student
- ☐ Professional

Job Information

Current Title		Hours Per Week	
Incumbent Name		Department Name	
Departure/Transfer Date		Budget Unit	
Position Number		Job Start Date	

Step 2: For a *new* or *adjusted* job:

1. State budgeted salary.
2. Indicate proposed changes to adjusted job.
3. Submit Requisition and Job Description to HR/Compensation for validation. ***HR Validation:*** _____

Budgeted Salary Annual (FT): _____ Hourly (PT): _____

Adjustments

- ☐ Title — New: _____
- ☐ Budget Unit # — New: _____
- ☐ Direct Report — New: _____
- ☐ Job Description — New: (Please attach electronically as a Word doc.)

Step 3: Secure signatures from Approvers.

- Full-Time Jobs require signatures from Hiring Manager's direct report, VP and Executive Team.
- Part-Time Jobs require signatures from Hiring Manager's direct report, VP and Controller.

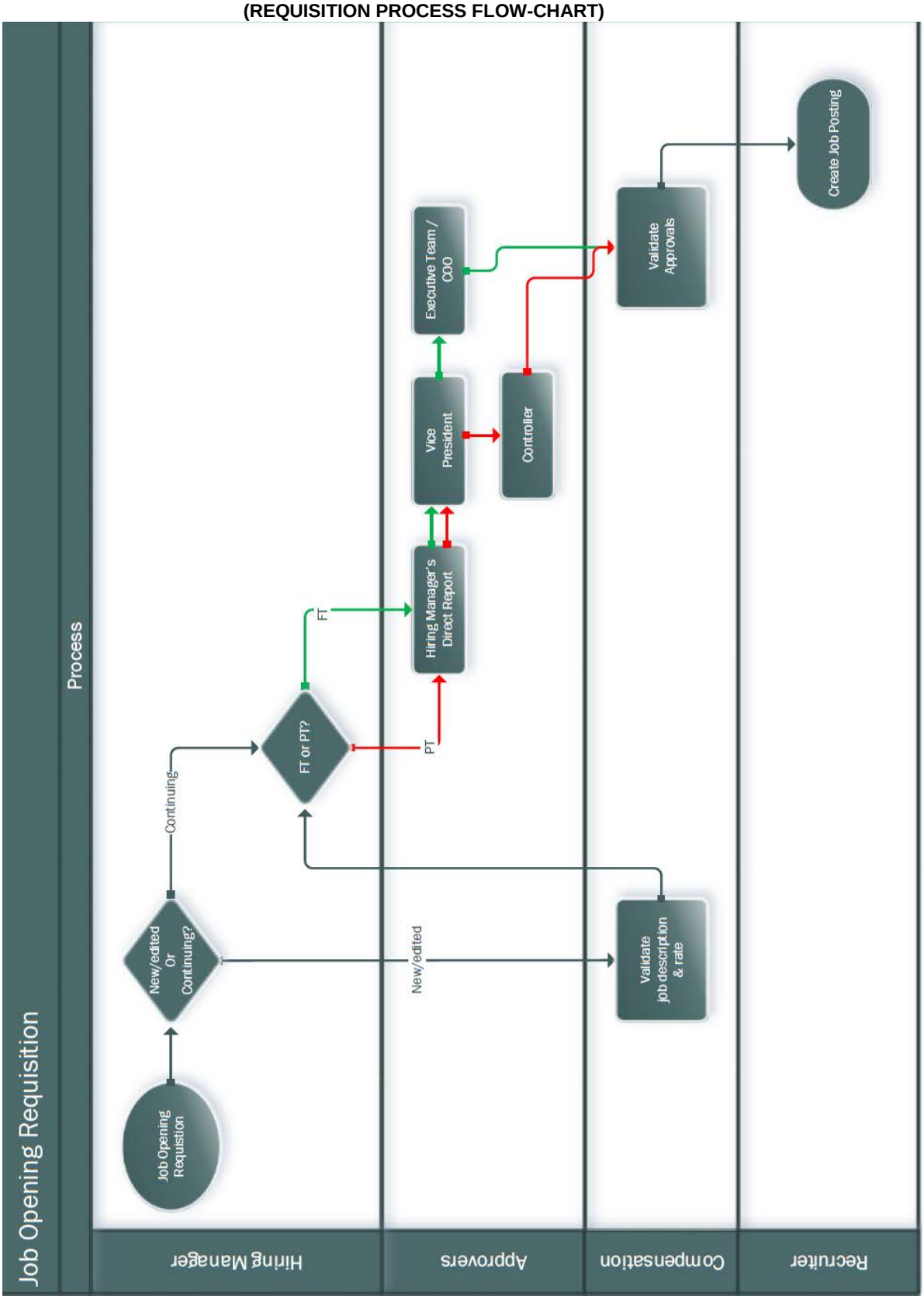
	Printed Name	Signature	Date
Hiring Manager's Direct Report:			
Vice President:			
Executive Team – COO Signature(FT):			
Controller (PT):			

Step 4: Submit to Human Resources

	Printed Name	Signature	Date
HR Approval:			

HR Only: *FLSA*_____ *Mgr Lvl*_____ *Plan/Grade*_____/_____ *Workers Comp Code*_____
*Func/Sub*_____/_____ *Family*_____ *Position #* _____

Attachment C
(REQUISITION PROCESS FLOW-CHART)



Attachment C (cont.)
(REQUISITION PROCESS FLOW-CHART)

TYPE OF REQUISITION	APPROVAL REQUIRED
FULL-TIME	
Full-Time Replacement The FT incumbent is leaving Moody employment and matching budget continues within the work unit budget. The title and duties are unchanged.	Dept Mgr, VP and Executive Team approval is required
Full-Time Replacement – w/ Any Modification The FT incumbent is leaving Moody employment and matching budget continues within the work unit budget. One or more of these is changing--job duties, job description, title, reporting relationship or budget account number.	Any modification of title, job description, reporting or budget account are discussed first with HR Compensation Manager—including any potential impact on rating of job.. Then Dept Mgr, VP and Executive Team approval is required
New FT Position The position has not existed before, but is supported by salary budget that was approved during the budgeting developed prior to the current fiscal year. The related budget now is present in the current year salary budget for the work unit. OR there is no budget available OR the budget will come from some other operational budget account.	The new job description is reviewed by HR Compensation Manager first, with job pricing and position control set-up completed. Then Dept Mgr, VP and Executive Team approval is required
PART-TIME	
Part-Time Professional[1] Replacement The Part-Time Professional incumbent is leaving Moody employment and matching budget continues within the work unit budget. The title and duties are unchanged. (PT Student Replacement procedure forthcoming.)	Dept Mgr, VP and Controller approval is required.
Part-Time Professional or Student Replacement – w/ Any Modification The PT incumbent is leaving Moody employment and matching budget continues within the work unit budget. One or more of these is changing--job duties, job description, title, reporting relationship or budget account number.	Any modification of title, job description, reporting or budget account are discussed first with HR Compensation Manager—including any potential impact on rating of job. Dept Mgr, VP and Controller approval is required.
New Part-Time Professional or Student Position The position has not existed before, but is supported by salary budget that was approved during the budgeting developed prior to the current fiscal year. The related budget now is present in the current year salary budget for the work unit. OR there is no budget available OR the budget will come from some other operational budget account.	The new job description is reviewed by HR Compensation Manager first, with job pricing and position control set-up completed. Then Dept Mgr, VP and Controller approval is required.

[1]Part-Time Professional refers to non-student part-time employees.

Attachment D
(ADJUNCT FACULTY HIRING PROCESS)

Hiring Adjunct Faculty

The hiring of Adjunct Faculty requires modification to the normal practice. This business process covers the hiring of adjunct faculty.

Process Information:

Responsible Parties:		
Process Owner	Jill Douglas	
Department/Sub-department	Human Resources	
Major Systems Required: (i.e., CS, CRM, RMS, etc.)		
HCM	Payroll	
Other Departments Required for or Affected by Process:		
Undergrad	Seminary	MDL
Notes:		
HR will create a standing adjunct position for each school and campus to allow applicants to apply at any time (with the exception of MTS, who do not anticipate a regular need). Specific subject expertise needs will continue to be posted separately.		

Inputs:	**Outputs:**
New adjunct faculty hire is needed	Adjunct faculty is hired and setup to teach

Process Steps:

Step	Action:	Comments or Results:
1.	Is there a specific adjunct need?	**If yes, go to 2** **If no, go to 5**
2.	Department completes faculty requisition	
3.	Faculty requisition submitted to Training Manager in Human Resources	Currently Lud Anderson
4.	Position is posted	Position should be posted within 1-2 days after requisition is received. Follow up with Employment Coordinator (currently Mike Lin) if not posted. Regional campuses may choose to place ads in local papers at their own expense.
5.	Applicant submits faculty application	This must all be done online. Any interested applicants should be sent a link to the online system rather than a PDF of the application. This ensures that applicants are exposed to full list of requirements (spiritual information sheet, etc.) and allows for better tracking of application process. Applicants encountering any difficulties with new online system should be directed to HR (312.329.4237) to be followed up with ITS if needed.
6.	Hiring department reviews applications and notifies Employment Services Manager (ESM) which candidates will be pursued or released	Currently Jill Douglas
7.	Hiring department completes interview	Steps 7, 8 and 9 can be completed concurrently
8.	HR completes employability interview	

Attachment D (cont.)
(ADJUNCT FACULTY HIRING PROCESS)

9.	References are contacted	HR will complete reference calls. In the case of a short time frame or lack of availability, hiring department may be requested to assist. If hiring department assists, ESM will email reference form to ensure consistency. HR will call, leave a voicemail and send an email. If there is no response after three attempts, HR will contact the applicant and the hiring department. The goal is that all references are completed within 1 week.
10.	HR and hiring manager communicate results of interviews	
11.	Is the applicant selected for hire?	**If yes, go to 12** **If no, go to 20**
12.	ESM extends offer to applicant	Offer states that they are eligible for assignment to a class but the final contract will come from the department when they are assigned
13.	Is the offer accepted?	**If yes, go to 14** **If no, end process**
14.	HR Office Assistant (HOA) sends hiring paperwork and instructions to applicant	Currently Mia Gale I-9, W-4, and NSEAF I-9 and W-4 must be completed within 3 business days of start
15.	Hiring school submits NSEAF to HOA	Applicant may submit their portion of the NSEAF separately
16.	HOA creates personnel folder	
17.	HOA submits completed folder to HR Systems Administrator (HSA)	Currently Serene Hudson
18.	HSA creates employee profile	
19.	HSA sends ID number to hiring department	**End Process**
20.	Applicant is notified that they have not been selected	**End process**

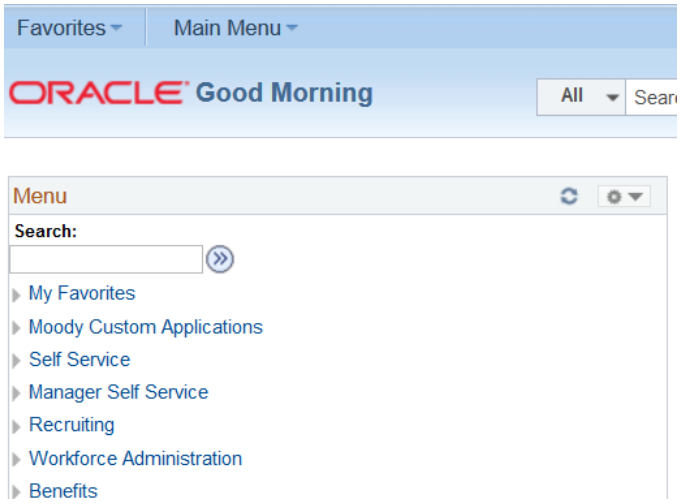
Attachment E
(GUIDELINE TO APPLICANT TRACKING SYSTEM)

Guide to Applicant Tracking System

The purpose of this document is to provide hiring managers a visual step-by-step guide to view applicant information within the Applicant Tracking System. If you have difficulty, or what you view does not resemble the screen shots provided, please contact your recruiter.

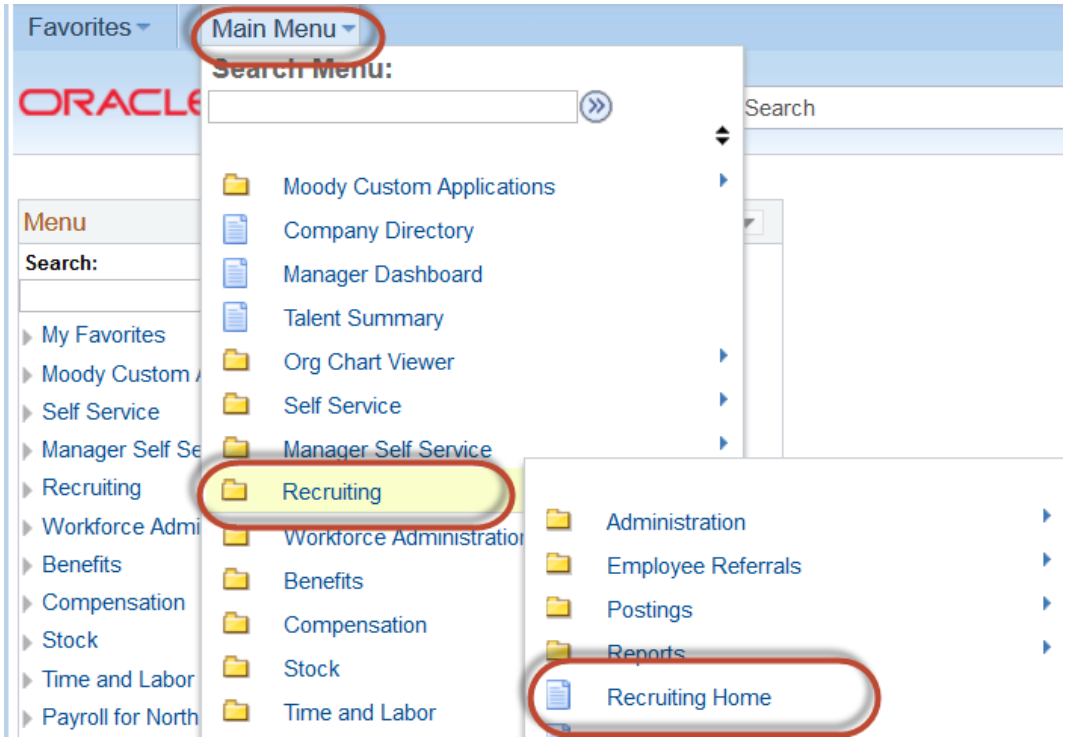
Begin by opening an Internet Browser (preferably Internet Explorer)
Go to https://hcm.moody.edu. Bookmark this site for future use.
Log in using your **my.moody.edu** login credentials

This will take you to the "**Main Menu**".

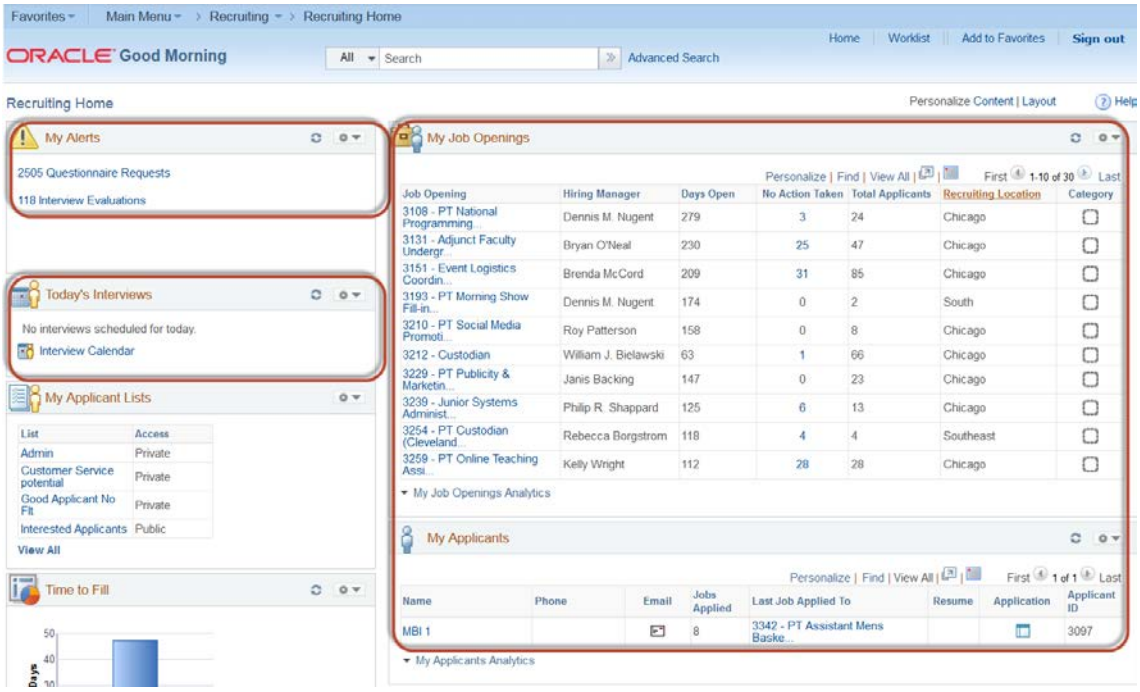


Attachment E (cont.)
(GUIDELINE TO APPLICANT TRACKING SYSTEM)

Select **Main Menu → Recruiting → Recruiting Home**

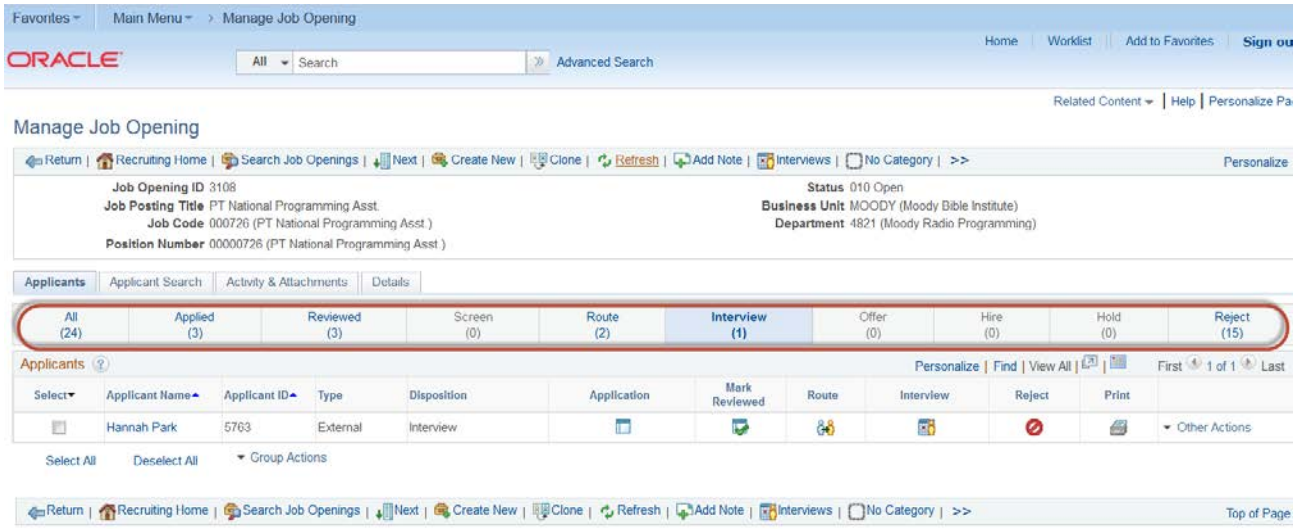


The top of your page will say **Recruiting Home**. On the Recruiting Home page you will see **My Alerts, Today's Interviews, My Job Openings, My Applicants.**

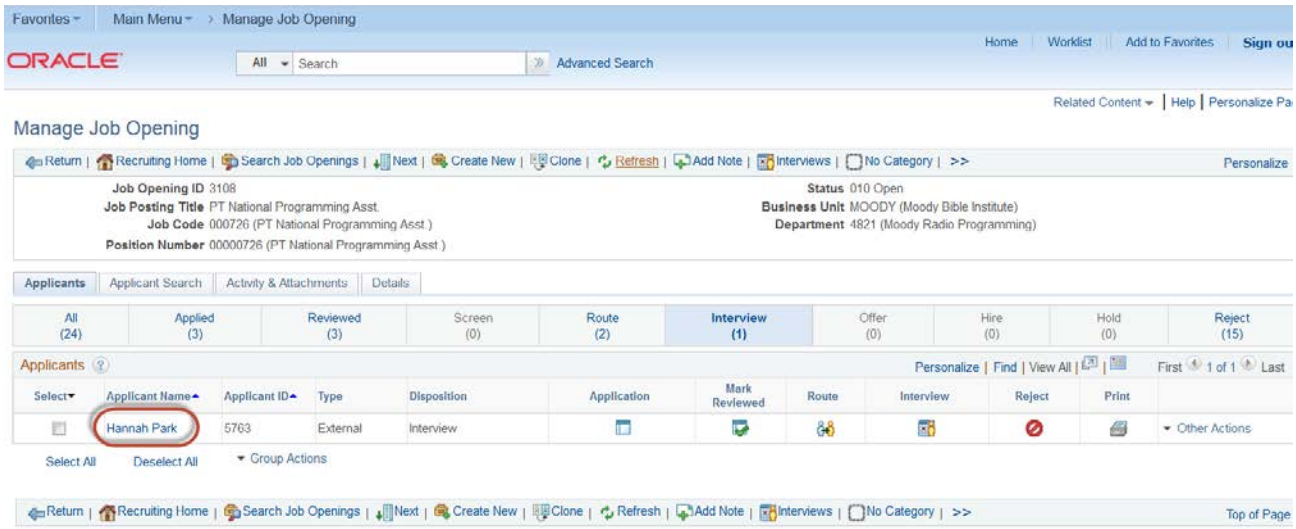


Attachment E (cont.)
(GUIDELINE TO APPLICANT TRACKING SYSTEM)

Selecting **"My Job Openings"** will display the applicants who have applied for your position. You have the ability to sort by disposition. Click on one of the desired disposition columns circled below in red.

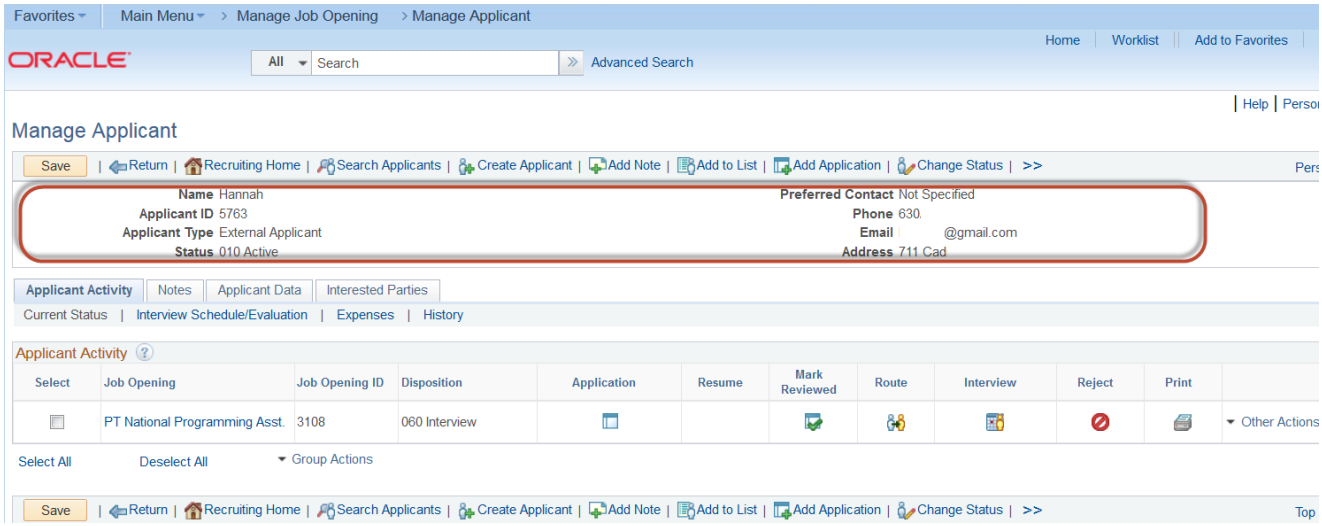


To view an applicant click on applicant's name

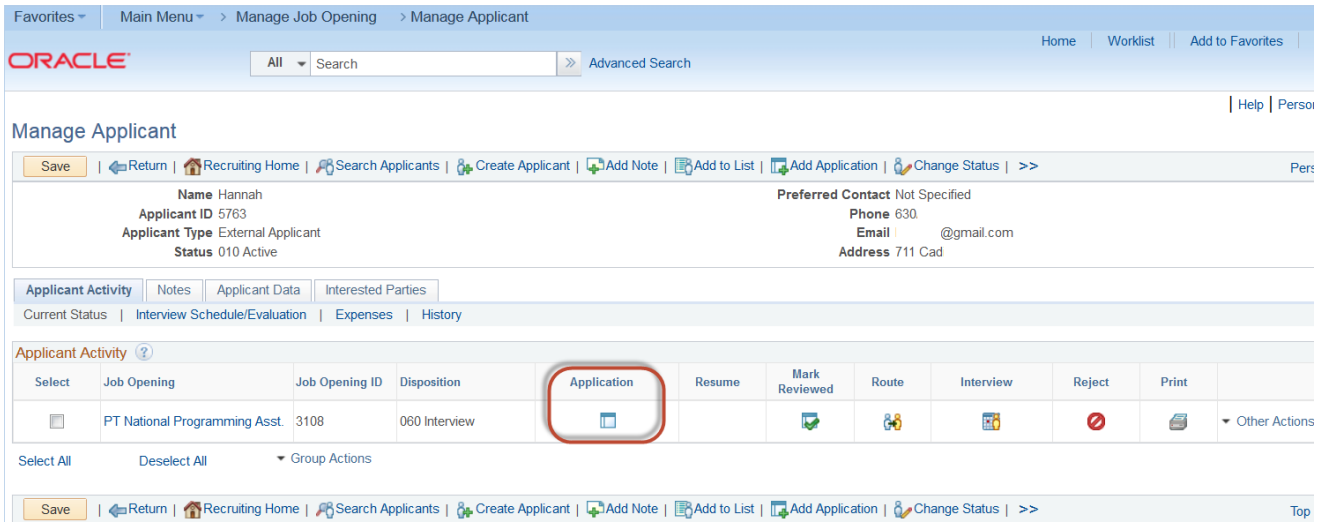


Attachment E (cont.)
(GUIDELINE TO APPLICANT TRACKING SYSTEM)

Notice you can see the applicant's contact information.

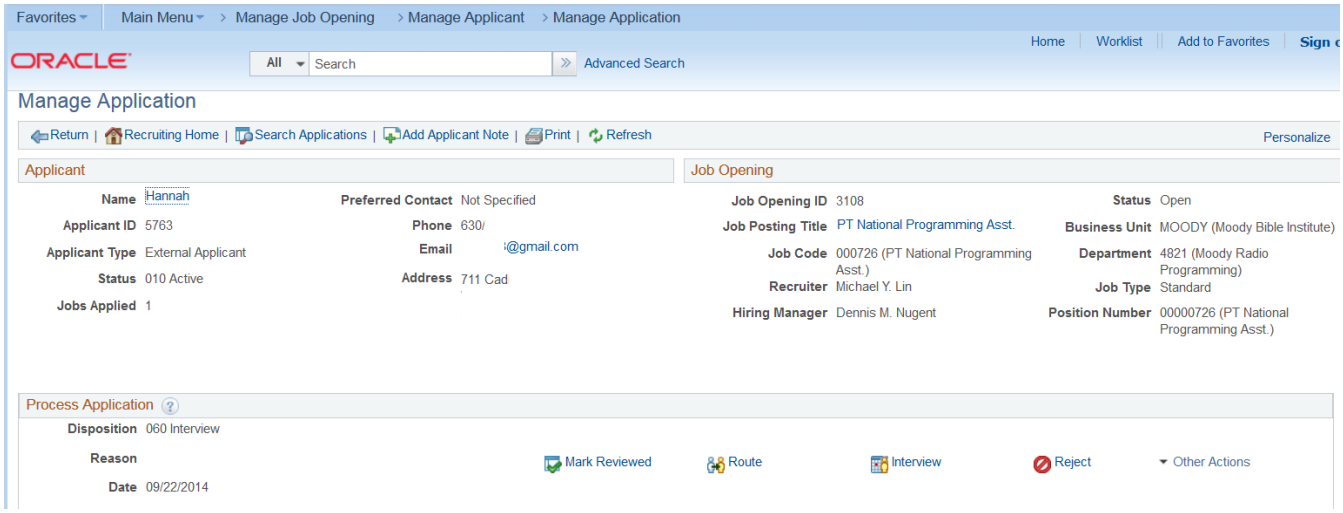


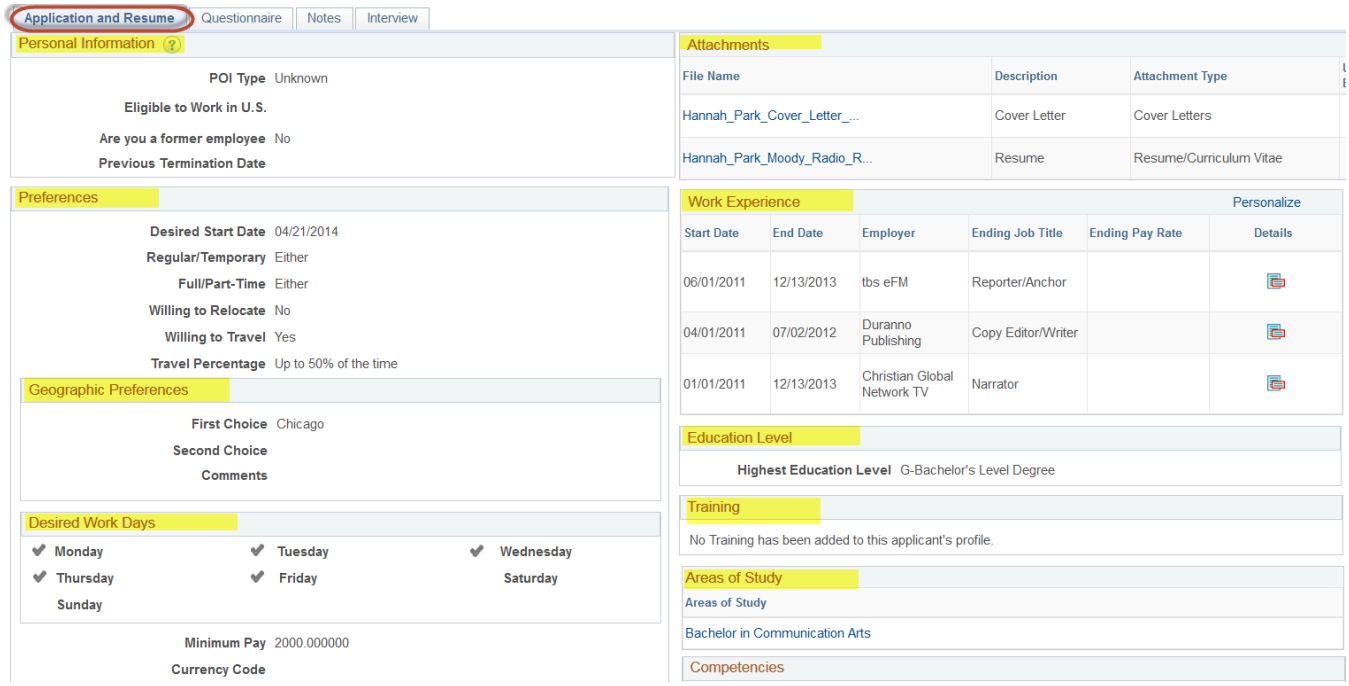
To view the application, click on the **"Application"** icon.



Attachment E (cont.)
(GUIDELINE TO APPLICANT TRACKING SYSTEM)

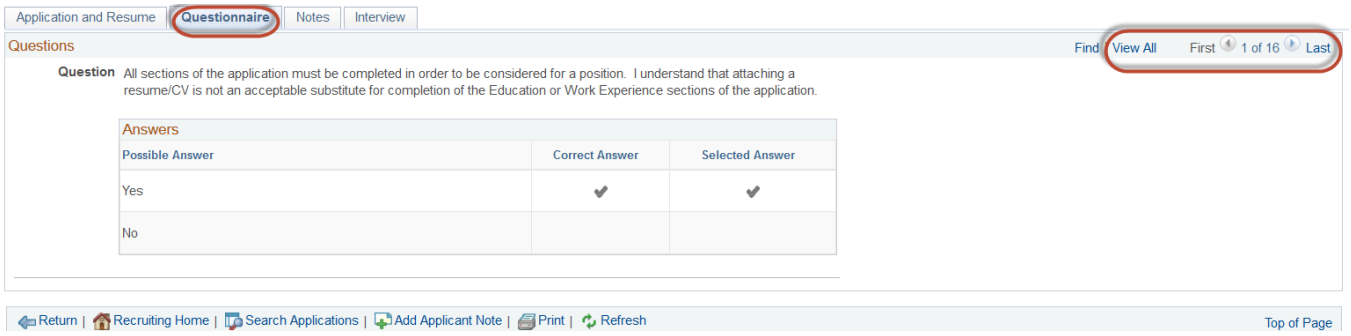
The Application has different sections to view: Under the "**Application and Resume"** tab you can see **Personal Information, Preferences, Geographic Preferences, Desired Work Days, Attachments, Work Experience, Education Level, Training, Areas of Study**





Attachment E (cont.)
(GUIDELINE TO APPLICANT TRACKING SYSTEM)

Under the **"Questionnaire"** tab, you can view the other Moody specific questions that we ask related to their employability and testimony.



Once you have reviewed the application information you'll need to make a decision on what you would like to do with the applicant. Please contact your recruiter to let them know how you would like to proceed to either; **Reject** or **Interview** the applicant.

Your recruiter will change the disposition of the applicant to **reject** and send them email notification or will move toward scheduling and **interview**.

Attachment F
(BEHAVIORAL-BASED AND OPEN ENDED QUESTIONS)

These questions are meant to help you understand how to form behavioral-based questions in a way that draws out what you may be looking for. Note the words or phrases in **bold**, they indicate skills, characteristics or experiences you may find necessary in your position. Feel free to adapt these questions to fit your situation.

1. Describe a time on any job in which you were faced with **stresses which tested your coping skills**. What did you do?
2. Give me an example of a time when you could **not finish a task** because of a lack of information. How did you handle it?
3. Give an example of a time in which you had **to be relatively quick in coming to a decision**.
4. Relate a time in which you had **to use your verbal communication skills** in order to get an important point across.
5. Describe a job experience in which you had **to speak up** to be sure that other people knew what you thought or felt.
6. Tell me a time in which you felt you were able **to build motivation** in your co-workers or subordinates?
7. Give me an example of a specific occasion in which you had **to conform to a policy** with which you did not agree.
8. Describe a situation in which you felt it necessary **to be very attentive and vigilant** to your environment.
9. Provide an example of a time in which you had **to use your fact-finding skills** to gain information for solving a problem.
10. Give me an example of when you had **to set an important goal** in the past and tell me about your success in reaching it.
11. Describe your **most significant piece of writing.** Why was it significant?
12. Give me an example of a time when you had **to go above and beyond the call of duty** in order to get a job done.
13. Can you tell me a time when you were able **to effectively "read" another person** and guide your actions by your understanding of their individual needs or values?
14. What did you do in your last job in order **to be effective with your organization and planning**? Be specific.
15. Describe **the most creative work-related project** you have carried out.
16. Tell me a time in which you felt it was necessary **to change your actions** in order to respond to the needs of another person.
17. Give me a specific example of a time when you used **good judgment and logic in solving a problem**.
18. Tell me a time when you had **to carefully analyze a situation** in order to be effective in guiding your actions.
19. What did you do in your last job **to contribute toward a teamwork environment**? Be specific.
20. Give me an example when you **faced a problem** and tell me how you went about solving it.
21. Describe a situation in which you were able **to positively influence the actions of others** in a desired direction.
22. When **working on a team**, what role do you usually take? Why?
23. Tell me of a time when you had **to take initiative to develop an innovative project** to achieve better results.

24. Give me two examples of when you **did more than was required** in any job experience.
25. By providing an example, how did you handle a time where **others on your team were negative**.
26. Everyone has to **bend or break rules** sometimes. Recall an example of when you had to do this.
27. Describe the process you went through **to make one or two of the most important decisions** of your professional life.
28. Have you ever been given the latitude **to make a decision for your boss**? If so under what circumstances?
29. What process do you use **to establish priorities**? Be specific.
30. Describe an experience in which you had **to pull together resources** which are not under your control.
31. Give me a time when one of your **suggestions was put into practice** by your supervisor.
32. Tell me a time when you had **to implement change** in your area of responsibility. What did you do to get it started?
33. What ways have you found **to make your job easier or more rewarding**?
34. Give an example when you **persuaded management to do something** they were first reluctant to do. What was the result?
35. Provide an example of how you **resolved a conflict with you and another person** when you disagreed with each other.
36. Describe how you **developed rapport with your peers and your supervisor**.
37. Give some examples of **ways you minimize stress** in your life.
38. By providing an example, tell me when you have had **to handle a variety of assignments.** Describe the results.
39. Describe the most creative way you have **solved a customer's problem**.
40. Tell me about **an accomplishment that you are very proud of** and why it means so much to you.
41. Provide me with an example of a time when you had **to teach someone a new skill or procedure**.
42. Describe a job experience when you **successfully communicated with someone that did not personally like you**.
43. Tell me about a time when your **supervisor was not satisfied with the quality of your work**. What actions did you take?
44. Describe **a typical day**. How do you decide what to work on and what goals to accomplish?
45. Give me an example of a time when your **schedule was interrupted by unforeseen circumstances**. How did you handle it?
46. Describe for me a situation when you **failed to meet a deadline**. What things did you fail to do? What did you learn?
47. Tell me a time when you were on a team and **one of your teammates was not pulling his/her weight**. How did you handle it?
48. By providing an example, tell me of a situation where you had **to use your ability to negotiate**.
49. Describe for me a job experience when you had **to serve as the leader** in order to accomplish a goal.
50. Tell me about a time when you knew you were not going to **meet the deadline**. What did you do?

Attachment G
(CANDIDATE EVALUATION TEMPLATE)

Position: _____ *Candidate Name:* _____
Date of Interview: _____ *Interviewed by:* _____

Please assist in evaluating this candidate for the above position. When you have completed your interview, return this form to the Hiring Manager: _____ (_____@Moody.edu).

When responding to the following questions consider:

(Rank from 1 – 5, with 1 being the lowest and 5 being the highest)	1	2	3	4	5
Reason for applying for this position					
Depth and breadth of previous similar experience					
Highly effective interpersonal/communication skills					
Ability to work independently and as part of a team					
Understanding and aptitude to use technology					
Shows eagerness to learn and grow					
Quality of questions and answers					
Compatibility between candidate and Moody					

What do you perceive this candidate's strengths and strongest skills to be in regard to this position?

What do you perceive this candidate's weaknesses to be in regard to this position?

How would this candidate interact with the department and different constituency groups around Moody?

What is the one characteristic that the hiring team should consider about this candidate?

My overall assessment of this candidate's ability in this position is:

1	2	3	4	5
Unsuccessful		Average		Highly Successful