



## Taking the Perspiring Out of Hiring...

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### I. Introductory Notes about Hiring at a Church:

#### A. Most churches are notoriously slow and poor at hiring!

1. Can you afford the new hire? (Count the cost... Luke 14:28)
  - Cost to hire...
  - Cost Not to hire...
  
  - Paralysis of Analysis...
2. Is there agreement on it? (Is it approved?)
  - Danger—Do not “over-promise and under-deliver”

#### B. Best Percentage for Staff Compensation: (40% of budget)

- Have a lean staff that you pay well.
  - Use Part-Time to support them as needed.
    - Operations often are 30%
    - Ministry is about 20%
    - Missions and Benevolence needs to be at least 10%
1. Staff shouldn't grow faster/fatter than numeric/contribution growth.
  2. Know the Benefits and Challenges of Hiring from Within...
    - You know what you are getting...
    - They hit the ground running...
    - There are inbred deficiencies that are strengthened...
    - Very difficult to terminate; did you a favor....

### C. As a Church Grows It Should Be Attracting “Racehorses”

1. Racehorses want to be part of a winning team—not just have a job.
2. Racehorses are high performers who could be successful in many avenues but feel called to ministry.
3. Racehorses are highly skilled performers who are also leaders of others.
4. As you grow many in your staff will reach their peak and be unable/willing to grow with you—racehorses keep growing...
5. Racehorses are leaders and coordinators of others.

**Hard Saying:** *“If you will lose employees; make sure you lose the right ones.”*

### D. Turnover in Ministry Team is Bad for Everyone!

- There job not getting done; neither is yours as you look to replace them and fill in the gaps.
- Estimate the total cost to replace a worker is twice (2x’s) what you will pay them (Impact on staff, disruption, interview time, wasted training, etc.)

**Hard Saying:** *“The fact the wrong person got on your team is your fault!”*

## II. Five Common Mistakes in Hiring...

A. Leadership not fully \_\_\_\_\_ in process.

B. Trying to Make too \_\_\_\_\_ a decision.

- We are slow, then fast—but not thorough...

C. Hiring some \_\_\_\_\_ but not hiring a leader.

D. Hiring to scratch the congregation’s \_\_\_\_\_ but not need.

- E. Laziness about a candidates \_\_\_\_\_/ previous jobs.
- F. Overlooking \_\_\_\_\_ because of competency.
- G. Not having a “Max Lucado \_\_\_\_\_.”
  - There is always a place for the best and brightest here!

### III. Know What You Are Looking for...

- Character-
- Intelligence-
- Positive Attitude-
- A Producer
- Leadership that recruits and trains
- High Energy-
- Non-Anxious Presence under pressure-

- A. What is the \_\_\_\_\_ description? (prioritize)
- B. What is the position’s \_\_\_\_\_? (firm)
- C. Where should we go to look?
- D. How do we get the word out to others?

***The Role of On-Line Process...***

1. It tells candidates you are not in dark ages...
2. It allows you to sell your church on the web site...
3. It allows you to link to your Chamber of Commerce, Schools and other items of interest to a solid candidate....
4. It collects resumes electronically and immediately are available...
5. It gives opportunity to post: Job description, Profile, Descriptions of co-workers...
6. It makes writing letters of confirmation of receipt easy...

**Note:** On-line is best, but it means you are “*selling yourself*” at the same time you are asking for their submission.

## **IV. Steps in the Process**

**A. Prayerfully decide if it is time to hire.**

**B. If yes, select person to lead the hire.**

1. An elder should co-lead search for Senior Minister
2. Senior Minister should lead search with a co-leader for all others.

**C. Submit a search committee of names to Elders for approval**

- Bring Search Committee to eldership for commissioning and prayer
- Explain “confidentiality” and need to maintain the strictest possible

### How We Handled Confidentiality...

1. We gave the search committee a written document to sign saying they would not discuss with anyone outside the search committee.
2. We let everyone determine whether their spouse could maintain co-confidentiality or not.
3. The elders as a whole were given updates on the process but were not briefed with names by any elder on the committee—the other elder’s role was to pray and not meddle.

- Explain final recommendations go to Elders who then make the ultimate hire (here eldership has final word).

**D. Select a passage of Scripture to Dwell in the Word with...**

**E. Build job description and profile (get Elder feedback)**

**F. Create web site and on-line submission with eye to marketing your church...**

**G. Post a date when you will begin making contact with applicants.**

**H. Begin sharing resumes with search committee.**

- Pay attention to the quality of the resume, previous experience, etc.
  - Pay attention to the cover letter and whether they can write well or not.
  - Pay attention to whether they are interested in YOUR job or A job.
- I. Cut down your applicants to the top three to five for phone interviews.**
- J. Schedule phone interview in advance with applicants.**
- Use “Call to Meeting” sight where everyone on the search committee and the candidate can join remotely.
  - Prepare your list of questions and leader of interview in advance
  - (See separate sheet for sample interview)
- K. After phone interviews rate and rank candidates for second interviews.**
- Here you ask follow-up questions, go deeper, and get better questions from them as well.
  - Check references and previous jobs before this discussion so you can ask and get clarifications.
  - Check with previous employers in the most discreet way possible.
- L. Bring in three candidates where possible for final interviews.**
- Tour of facilities
  - Peer reviews and discussions with all staff (confidentiality here as well)
  - Access to budget and other questions
  - Tour of town, schools, etc.
  - Discussion of salary, benefits, insurance, etc.
- M. When you think you’ve found your person...wait a minute! Invite again!**
- Ask the candidate to take an On-line DISC Test
  - Ask yourself, “Do we really LIKE this person?” Does our ministry team?
  - Ask yourself, “Did they “light up” when discussing the position? Or are they interested in the town, more education, schools for kids, etc.?”
  - Ask if you can run all background checks...

- Ask them how much school debt, other debt they have—and if they have a comprehensive budget. Can they live on what you pay?

Explain Performance Review Process...

- Your three main Key Result Items are...
- 80/20 Principle...KRI is your 80%
- Performance Plan will be put in place
- Evaluation will come three times a year (pay based upon success and value to the team)

- Spousal Interview- make sure the spouse comes for a long enough visit that several on the search can have discussions with him/her.
  - Spouse has ability to sense a bad fit, a bad marriage, a troubled soul, etc.
  - Some people have crazy spouses and can never be good employees.

**N. Make recommendation to the Elders...**

- Take them on your journey, Dwell in Word, tell how many resumes, how many phone interviews, how many visits, how many reference calls.
- Here is who the Lord has led us to present to you...
- Give the elders time to arrive at a decision as you have spent months on it and they need some time now as well.

**O. Elders Make the Offer—make it Special and Significant!**

**P. If Accepted, Celebrate! If not Accepted, Consider Candidate #2 or begin the process again.**

If Accepted Your Church Now Needs:

1. A transition team to help with move.
2. A welcoming team to plan their arrival.
3. A commissioning team to plan a special service.
4. An on-boarding team to make sure they arrive with momentum and hit the ground running.