



LEADERSHIP.
EXCELLENCE
AGILITY.
DISCOVERY.

QUADRENNIAL TRAINING 2025

Recruiting and Interviewing

Recruitment

Start to Finish

1. Job description development.
2. Post the position.
3. Review resumes.
4. Conduct phone screens.
5. Prepare interview questionnaire.
6. Train selection committee on interviewing techniques.
7. Facilitate interview process.
8. Craft the offer letter, conduct background checks, and contact references.
9. Tailor a custom onboarding orientation process.

Job Descriptions and Postings



Job Descriptions



Job descriptions provide clearly written expectations about:

- Why the job exists.
- What the candidate is expected to accomplish.
- What is required to be able to effectively perform in the position.
This includes any physical requirements.

Having a written job description allows you to:

- Quickly and concisely review essential requirements.
- Identify whether candidates can perform the minimum requirements.
- Protects against potential discrimination charges.

Job Descriptions



A written description for every position within the organization:

- Provides a framework for job evaluation and salary comparison.
- Forms the basis of classification and assignment within an organization's pay structure.
- Allows for promotional opportunity and career development within an organization.
- Provides documentation from which an employee's performance can be measured.
- Provides a foundation for consistency in communication and accountability for both employees and their managers.

Job Postings



- Utilize your job description to develop a job posting to attract talent.
- When looking to fill a posting, your goal should be to have a diverse group of qualified candidates.
- Cast a wide net. Post the position in as many places as possible, both internally and externally.
- Have one person that serves as the clearinghouse for all resumes and applications.
- Keep both solicited and unsolicited resumes and applications for at least one year after the date of receipt.

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Job Sources



- Create compelling job postings.
- Implement an employee referral program.
- Draft letter to solicit requests for resumes.



- Indeed.org
- Professional Organizations
- Social Media



- UMC.org
- UMC Minority Caucuses
- UMC Seminars / Colleges

Candidate Screening and Interviewing



Candidate Screening



Determine interview process:

- Who will review resumes and conduct phone screens?
- How many in-person interviews will take place?
- Review every resume and application that comes in.
- Do they meet minimum job qualifications?
- What skills, experience and credentials do they offer?

Review every application/resume that you receive:

- If a cover letter is provided, make sure you review it.
- Consider correct spelling, grammar and attention to detail.
- Do not write notes on the application, resume or cover letter.

Candidate Screening



Initial screenings should be conducted to gather basic information.

- Does it seem like the applicant can perform the essential functions as laid out in the job description?
- What is the applicant's work history?
- Do they have any red flags in their background?
- If this person has never worked in a nonprofit environment before, have they had any volunteer activities or experiences that demonstrates the type of missional commitment you are seeking?

Phone Screening



Phone screens are a great tool that allow you to focus your time on good quality applicants.

- Ask the same questions of every candidate.
- Ask questions that assess the candidate's skills and experience.
- Include questions that get at whether the candidate is a good fit for your workplace's culture.
- Have an objective rating system to rate candidate's responses.
- Try to record the candidates answer as closely as possible.

Interviews



- Develop interview questionnaire ahead of time and distribute to interviewers.
- Questions should be open-ended and based on the essential job functions.
- Most questions should be situational-based or behavioral based.
 - These are questions that get at how the applicant would handle particular situations.
 - For example: Give me an example of a time when you handled conflict in the workplace.
- Each candidate should be asked the same questions.

Interviews



- Do not ask any questions that could be viewed as discriminatory.
 - Race, Ethnic Group, National Origin, etc.
 - Citizenship or country of birth.
 - Age.
 - Disabilities.
 - Children or marital status.
 - Applicant's personal life.
 - Prior arrest records.

Interviews



- Schedule time between interviews, about 15 minutes.
- If using technology and conducting online interviews, always test your system ahead of time.
- **Keep interview notes for all applicants on file for at least 1 year.**
- Do not allow superficial impressions to influence your decision.
- Having hiring standards that are not job related will make your interview invalid.

Interviews



Here are some helpful tips for when you to conduct an in-person interview:

- Arrive on time.
- Be Prepared. Have a copy of and be familiar with the application / resume. Make sure you review the job description as well.
- Be welcoming. Create an environment where the applicant feels comfortable so they will talk to you.
- Introduce yourself by name and title, and make sure you are correctly pronouncing the applicant's name.

Interviews



- **Limit Interruptions:** This includes phone calls and employees.
- **Listen to the applicant.** Allow the applicant to fully respond before you ask the next question.
- **Allow silence.** Allow the candidate time to formulate a thoughtful response to a question.
- **Redirect** the conversation if an applicant gets off track during the interview.
- **Probe** for more details.

Interviews



- When the interview is coming to a close:
 - Ask the candidates if they have any additional questions about the job or the organization and record their answers.
 - Explain how and when the company will notify candidates to let them know whether they got the job or not.
 - Give the expected start date for the job to help candidates anticipate any scheduling conflicts. Tell candidates about possible next steps such as background checks and pre-employment testing.
 - Thank candidates for their time and effort.

Are there restrictions on what an employer may ask in an interview?

Arkansas	Yes	Employers may not make inquiries that indicate discrimination on the basis of a protected characteristic.
Arizona	Yes	Employers may not make any inquiries that indicate a preference based on a protected characteristic.
California	Yes	Employers may not seek an applicant's salary history. Employers may not make inquiries that indicate preference or limitation based on a protected characteristic. Employers may not require applicants to provide access or passwords to accounts.
Colorado	Yes	Employers may not express a preference, limitation, or specification on the basis of a protected characteristic, including marriage or impending marriage to another employee of the employer. Employers may not ask about an applicant's wage history. Employers may not inquire about sealed arrest and criminal records.
Florida	Yes	Employers may not make inquiries of or impose qualifications on employees based on a protected characteristic.
Kansas	Yes	Employers may not express a limitation on a protected characteristic. Employers cannot request the applicant's birthplace, the birthplace of the applicant's spouse, parent, or other close relative, records of the applicant's birth or citizenship, names and address of relatives beyond spouse and children, and certain organization memberships.
Kentucky	Yes	Employers may not make inquiries on protected characteristic, including HIV status.
Maryland		Employers may not make inquiries that indicates a preference based on a protected characteristic. Employers may not disqualify or fail to consider an applicant solely because of their unemployment status.
Massachusetts	Yes	Employers may not ask about an applicant's salary history until after an offer of employment or if the applicant voluntarily discloses it. Employers may not ask about admission to a mental health facility. Employers cannot elicit questions about handicap or disability. Employers may not ask about a protected characteristic. Employers may not ask that photos accompany an application.
Tennessee	Yes	Applicants must be notified if the position requires a drug test. Employers may not ask about a protected characteristic. Employers may not request or require that applicants disclose passwords or permit employers to view restricted online content.
Texas	Yes	Employers may not express any limitation, preference, or discrimination based on a protected characteristic.

After the Interview



**Follow up with
each candidate!**

Post-Offer Background Checks



Post Offer Checks



- All job offers should be contingent on successfully passing pre-employment checks. These include:
 - Background checks.
 - Drug Screens.
 - Reference Checks.
- Be sure to include language in your offer letter that informs the candidate that the position is contingent upon them passing the required checks.

Background Checks



Background checks should be done after you have received a signed offer letter.

Typically, a background check will:

- Validate social security numbers.
- Verify education.
- Review any criminal convictions.

Some positions may need more information. For example, if the job requires driving, you should include a motor vehicle records check.

Are there any restrictions on Background Checks?

Arkansas	Yes	Employers may not request or cause an employee to disclose a username, password, change privacy setting, or add to the list of contacts, for the employee's personal social media account.
Arizona	No	
California	Yes	Employers may generally not use a consumer credit report for employment purposes. Employers may not require employees to submit to a lie detector. Employers may not use the result of an HIV test for employment purposes. Employers may not require employees to take a genetic test.
Colorado	Yes	Employers, in most scenarios, may not use consumer credit history in the evaluation for employment. Employers may not require that an employee disclose a user name, password, add to contact, or change privacy settings on a social media account.
Florida	Yes	Employers may not make an HIV testing or sickle-cell testing a condition of hiring, promotion, or continued employment.
Kansas	No	
Kentucky	No	
Maryland	Yes	Employers may not require genetic tests. Employers may not use credit history to deny employment or determine conditions of employment. Employers cannot require employees or applicants to submit to a polygraph; specific notice in the statute must be in all applications. Employers may not request or require disclosure of any username, password, or other means for accessing a personal account.
Massachusetts	Yes	Employers may not administer a lie detector test as a condition of employment. Employers may not require HIV testing, genetic testing, or medical examinations.
Tennessee	No	
Texas	Yes	Employers may not require an applicant or employee to take a polygraph. Employers may not require genetic tests.

Reference Checks



- Reference checks on candidates allow you to gain insight about an applicant from people that have worked closely with them.
- You must either consistently check references on each candidate or on none at all.
- It is recommended that you check references on all candidates and placing the documentation in the employee's file.

Reference Checks



- Try to conduct and document at least 2-3 reference checks.
- Your first choice should be to talk with the applicant's prior supervisor.
- When you conduct a reference check verify the person's position, workplace, and relation to the applicant.
- This is also a good time to find out what others see as the applicant's strengths.

Reference Checks



Example Questions

- Ask the person where they work, their job title and relation to the employee.
- Verify the applicant's date of employment.
- Verify the applicant's job title and the duties, functions and responsibilities of the job.
- Ask for the applicant's reason for leaving.
- What are the person's top 2 strengths and area for development.
- How would you characterize working with the candidate?
- Would you rehire the candidate?

Next Steps

Onboarding



Welcome Email



1st Day Checklist



1st Week Checklist



1st Month Checklist

Does the state require employers to provide trainings to employees in the state?

Arkansas	No	
Arizona	No	
California	Yes	Employers must provide harassment training; the law provides details on the content and length.
Colorado	No	Employers covered by the Fair Employment Practices Act are encouraged but not required to conduct sexual harassment training.
Florida	No	
Kansas	No	
Kentucky	No	
Maryland	No	D.C.'s mandatory sexual harassment training is only for tipped employees.
Massachusetts	No	It is not required, but employers are encouraged to provide sexual harassment training to new employees.
Tennessee	No	
Texas	No	



Thank you!



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