Members of Archdiocese of Miami parish, school, or ministries staff who exercise responsibility for the day-to-day activities supporting financial and personnel administration of our entities are important contributors to our archdiocesan mission. In fact, although their service is “indirect” (as distinguished from the activities directly related to the mission such as pastoral ministry, religious education, teaching, youth ministry, music ministry, etc.), it provides the solid infrastructure needed in order for ministry to flourish.

The *Code of Canon Law* expresses the grave responsibility of lay employees and officers entrusted with responsibilities for the administration of temporal goods (see Code of Canon Law Book V, canons 1282 through 1287).

Moreover, the Sacred Scriptures themselves provide us an excellent example in the Old Testament personage of Nehemiah of the importance and value of a competent “business manager”. The knowledge and skills he learned at the Persian king’s court, enhanced by his integrity, and faith in and reverence for God and commitment to the religion of his ancestors, are illustrated in the Book of Nehemiah. His leadership and oversight began with his assessment, design and development of a strategic plan to rebuild the crumbled infrastructure of the City of Jerusalem. His precision in selecting, applying and controlling and accounting for the financial, building and human resources, and managing the three throughout the work of the rebuilding, provide us an excellent blueprint for “business administration” and how, if done well, it can enhance the spiritual well-being of the people.

Many of our lay employees entrusted with entity accounting and bookkeeping years ago have had to gradually adapt and update their skills as the landscape of the country changed. The corporate scandals leading to the Sarbanes-Oxley Act of 2002 and the *“Good Governance and Ethical Practice: A Guide for Charities and Foundations”* guidelines issued by the government-sponsored Panel on the Non-Profit Sector from 2004-2007 raised organizational standards in the areas of financial management, reporting and transparency, as well as organizational ethics. On the human resources side, employee salaries, health benefits and retirement benefits and the protections supported by Title VII and the EEOC as well as the Affordable Care Act grew in complexity to the point that they were administered more efficiently and effectively with the tools of complex, enterprise software systems.

In sum, the administration of the Church’s temporal goods in 2021 relies on the employment of personnel with knowledge and skills in the areas finance, accounting, technology, and human resources.

The Guidebook for Hiring and Onboarding Employees Working in Business or Finance Management, Accounting and Human Resources is designed to equip you with the knowledge and tools needed to enhance and support your recruitment and selection of the best persons to fulfill these responsibilities in your entity. The ideal candidate for your next open position in one of these areas is, first and foremost, an individual committed to the mission of the Catholic Church in Miami. S/he has a strong work ethic, an orientation and disposition of service, and knowledge (including formal education), skill, abilities, competencies and experience in the area for which you are hiring.

Does such a person exist? How do I find her/him through the sea of applications, resumes, and requests by parishioners to hire their friends and family? In post-pandemic 2021 where so many positions in the marketplace are unfilled and “workers” demand work that doesn’t get in the way of personal life, where do I find this gem of a person who wants to place her/his talent and efforts and the service of the mission?

Your prospective hire is out there! God has a plan for your ministry to bear fruit (Jer 29:11) and a laborer to become your “co-worker in Christ”!

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[Recruitment & Selection Hiring Manager’s Checklist](#Checklist)

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**Recruitment & Selection Hiring Manager’s Checklist**

[Preparation](#PreparationPara)

* Read through this Guidebook
* Requested and watched the Archdiocese of Miami Office of Human Resources’ *HR Webinar: Hiring the Best Candidate*; or viewed the PowerPoint
* Assigned roles:
* **Recruitment Coordinator** for administrative tasks including: create job folder, stamp and date receipt of resumes and applications, organize and maintain documents in folder, obtain forms, initial contact of applicants, possibility of phone screens, communicating with applicants and candidates throughout process: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* **Selection Committee** for consultation and interviews (may include entity leader, member of Archdiocese of Miami Office of Human Resources, School principal [if parish and school management position], member of Finance Council:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ contact info: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ contact info: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ contact info: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ contact info: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* Asked Office of Human Resources for sample job descriptions *(See HR sample job descriptions for Business Manager, bookkeepers, human resources coordinators)*
* Conducted **Job Analysis** to determine Knowledge, Skills, Abilities and Other Characteristics (KSAOCs) needed for the function to be carried out with the best possible outcomes. *(See* [*HR Tool Job Analysis Checklist)*](#ToolJobAnalysis)
* Reviewed **Job Description**, made necessary changes (if any) and submitted them to Office of Human Resources for review, and final copy to entity administrator.

[Recruitment](#Recruitment)

* Determined how position will be advertised:
* Internally (within entity only); recommended only if considering promotion of available staff
* Externally on Archdiocese of Miami Web site, Facebook and Instagram Jobs pages; LinkedIn
* Externally on entity Web site in Careers or Jobs page; parish bulletin
* Internally for \_\_\_\_ weeks, then externally if larger candidate pool needed
* Other media (check all selected):
* Indeed.com
* CatholicJobs.com (may require fee)
* Local parish Web sites
* Job Fairs (contact HR for this)
* Local universities (Circle all desired: University of Miami, U of Florida, Barry University, St. Thomas University, FIU, Palm Beach Atlantic University, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_)
* Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* In larger entities, **Personnel Requisition** completed; signed by manager, CFO or other financial director; approved for budgetary expenditure
* Determine who reviews initial applications (e.g., Office of Human Resources [recommended for business / financial manager positions] or entity administrator.
* Completed Job Posting form for draft of posting; sent to Office of Human Resources to post if external
* Received resumes/applications from entity **Recruitment Coordinator**

Dates received \_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_

* Sent to your **Recruitment Coordinator** those resumes and originals of applications that were submitted to me and/or Office by candidate directly.

[Assess Applicant Resumes](#AssessResumes)

* Reviewed Office of Human Resources materials on Recruitment & Selection, and materials on legal and effective interviewing and selection
* Reviewed applications, cover letters and resumes; qualified and disqualified applicants based on objective criteria *(See* [*HR Resume Assessment Tool*](#ToolResumeAssessment)*)*
* Qualified applicants sent to Recruitment Coordinator as Candidates for next step in hiring process.

[Phone Screen Assessment](#PhoneScreenAssess)

* Selected candidates for Recruitment Coordinator (or other in leadership) to conduct Phone Screen Assessment. Phone screen questions can be added to the Resume Assessment.
* Appointed person to conduct Phone Screen (consider Pastoral Center HR persons for this if no one suited at the parish / entity level for this task).
* Recruitment Coordinator compiled results of phone screens for your review. Review results.
* Ruled out candidates with salary requirements exceeding range or too close to maximum of range.
* Selected several candidates for in-person interview (Virtual interview for long-distance candidates) and assigned scheduling of interviews to Recruitment Coordinator.

[Interviews](#Interviews)

* Selected candidates to interview
* Made courtesy phone call to internal candidates, if any, who will not be interviewed (after contacting HR and having discussion on why I felt that the candidate did not meet qualifications). This should be done before setting up interviews, to avoid disillusionment on part of internal staff.
* Set up interviews

Candidate/Date/Time \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* Had candidates who need to do so fill out employment application completely; sign, date, return original to Recruitment Coordinator / HR
* Made list of questions (based on objective, performance-related, criteria; including behavior-based) to ask candidate during interview *(See HR Business Interview Questions Tool; Interview Questions to Avoid)*
* Reviewed questions with Selection Committee and invite members to review and submit additional questions.
* Reviewed submitted questions and incorporate appropriate questions.
* Assigned specific questions to each member of committee. Review ground rules for interviewing and reiterated confidentiality.
* Conducted interview using objective questions based on performance.
* Took notes (or assigned to Recruitment Coordinator) during interview

[Pre-Employment Testing](#PreEmploymentTest)

* Contacted Archdiocese of Miami HR (Isabel Guía Molina, x1204) to schedule Archdiocese of Miami Bookkeeper Pre-employment Test, a validated test.
* Administered any pre-employment tests (if policy for position) **1**
* Important Note:

1. Test may be done for all interviewees to qualify them for interview (recommended for non-exempt and accounting positions)
2. OR for selected candidate(s) already interviewed (recommended for business / financial management positions).
3. Testing must be administered at the same point in the hiring process for all candidates.

[Selection](#Selection)

* Rated candidates using objective process *(See HR Scoring Matrix Tool)* and selected best candidate(s) based on total assessment
* Recruitment Coordinator verified employment history
* Checked professional references

[Extending the Conditional Offer](#Extendoffer)

* Contacted candidate to make arrangements for fingerprinting
* During appointment, offered position (contingent on accreditation from security background checks, fingerprinting, and motor vehicle report (if applicable per Entity and position policy) and gave instructions as per background screening.
* Established start date, contingent upon passing background tests.
* Prepared offer letter *(comes from ADOM HR)* and job description to give and mail to candidate with instructions to return, signed.
* Submitted copy of offer letter for employee personnel file.

Preparing for Day One / Orientation

* Received notice from HR/Fingerprinting of selected candidate’s background test results. If negative result **2 3** :
* Confirmed start date and time with new employee and HR
* Informed entity Recruitment Coordinator of name of new employee and start date
* Requested new employee to bring in proof of personal identification AND proof of eligibility to work in the U.S. (Get updated Form I-9 from [www.uscis.gov](http://www.uscis.gov)).
* Verify using E-Verify
* Requested new employee to schedule Virtus training
* Returned signed offer letter with copy of Personnel Requisition to HR, no later than 2 days after start date.

[Follow-up](#Followup)

* Returned to Recruitment Coordinator list of interviewed candidates who were not selected
* Draft letters for non-selected applicants, candidates phone screened by not interviewed, and candidates interviewed, including a one-line note of why not, citing other avenue chosen performance-related criteria only. *(See* [*HR Letters to Not Selected Samples*](#NotSelected)*)*
* Verified that Recruitment Coordinator informed those not selected via letter that another candidate was selected, and instructed them on how to continue to seek opportunities in archdiocese
* Personally contacted all internal candidates interviewed and informed them of the hiring decision

**1** Pre-employment tests must be administered consistently. For example, if a given pre-employment test is administered prior to the interview and has the effect of possibly disqualifying a candidate, then each candidate selected for interview should have completed the test prior to the interview. If the test is normally administered post-interview, then each candidate should take the test post-interview.

**2** If fingerprinting indicates a record, ADOM HR must provide adverse action letter declining employment

1. **Preparation**

Project outcomes are successful in proportion to the efforts undertaken in the preparatory phase. Recruitment and Selection of your prospective hire will require the involvement of several people. You will need to select someone to do the clerical and coordination tasks, freeing yourself up for the job analysis, the strategy, and the interviewing. This person will be your **Recruitment Coordinator**. Normally this would be your entity business manager or HR person; however, given that this is your open position, you’ll need to appoint someone else to be responsible for this. Depending on the size of your parish, school or ministry, this may be your secretary, assistant principal, office manager, or someone else with good organizational and interpersonal skills. He or she must also be a person of confidence.

The Office of Human Resources regularly holds a Webinar called **“Hiring the Best Candidate”**. If one is not scheduled at this time, you may find the PowerPoint presentation at the appendix of this document sufficient enough. Your Recruitment Coordinator should review the presentation and contact the Office of Human Resources for her/his own checklist of needed items, beginning with the creation of a Job Folder which must be retained for a least one year after the hire of your new employee. The job folder should include:

1. Hiring Managers Checklist, to keep it all organized
2. Copies of the Job Description, Personnel Requisition (in large entities), and Posting.
3. Subfolders of applicant materials: To Be Reviewed; Qualified; Maybe; Not Qualified
4. Subfolders of blank Resume Assessment and Phone Screen documents
5. Subfolders for Interview Questions
6. Subfolder for Candidates Selected for Phone Screens
7. Subfolder for Candidates Selected for Interview
8. Subfolder of Report of Pre-Employment Test Results
9. Subfolder for Correspondence
10. Subfolder for Letters to Those Not Selected

Candidates who move further in the process should have all their respective materials clipped together. Final, selected candidate will consist of a packet including the applicant materials, phone screen results, interview questions/record, correspondence, test results, copy of offer letter.

**Selection Committee.** You will need to select a committee of confidential, competent persons / stakeholders who are willing to commit the time to review candidate materials (note that a “candidate” is someone selected from the “applicant” pool as qualified to continue in the process). The level of complexity and responsibility of the position would determine the size and scope of the Committee. For example, an Accounts Receivable Clerk may have a selection committee consisting of the school principal and parish/school business manager, the latter also serving as recruitment coordinator and hiring manager.

A business manager selection committee may consist of a member of Archdiocese of Miami Human Resources and/or Finance offices; the School Principal [if parish and school management position], and member of Finance Council.

Committee members may be asked to sign a Confidentiality Statement.

**Job Analysis and Job Description.** The resignation of the current employee in the role is the perfect time to review the job itself, which most likely will have changed since the employee was hired for the role. At this point, have the individual in the position review her/his current job description and highlight the responsibilities, duties and tasks that are current and add others that s/he has assumed.

You may want to use the Job Analysis Form at the appendix of this document, to have the employee list her/his functions and tasks in order of importance, frequency, and percentage of time spent, followed by those periodic tasks and others of less importance and frequency.

The Office of Human Resources can provide you with sample job descriptions as well. *(See HR sample job descriptions for Business Manager, bookkeepers, human resources coordinators at the end of this document.)*

1. **Recruitment**

The best person for your job is out there! The challenge is to identify the means and mediums to find that person and present the opportunity in such a way that will attract that person to your entity and the archdiocese, and lead to an application. You and / or your Recruitment Coordinator will need to do the following:

1. Identify the “places” where you might find this person: Jobs Web sites; careers sections of Web sites in your niche market (e.g., another diocese, the parish if it’s a school and the school if it’s a parish); university career centers; job fairs; diversity career events; networks (e.g., when looking for a development director send the posting to the Archdiocese of Miami Development Corporation and ask them to disseminate throughout their networks); bulletins and newsletters; events (e.g., catechetical conference for jobs in religious education). Don’t neglect an opportunity to be a “vendor” at an event, in order to get your entity’s name out there and champion yourself as an “employer of choice”.
2. Create a job fair / event checklist and kit, to include a tablecloth with your logo; a banner if you have that; poly sleeves for handouts; give-aways such as chocolate or pens; a write-up of your Employer Value Proposition (what you as an employer have to offer an employee); copies of job postings; sign-in sheet for contact information.
3. Create a job posting, which may need to be tailored depending on the recruitment advertising source (see above). Ensure that you include a sentence or two stating your EVP (see above); the job title; how many hours/week and schedule; job summary paragraph; key responsibility areas; desired qualifications; how to submit applicant materials and to whom; application deadlines,
4. Your recruitment coordinator should check off the targeted areas for recruitment. This should be carefully thought through; if you recruit “everywhere” you will spend an inordinate amount of time wading through applications and resumes and spending a lot of time qualifying applicants. Moreover, you may not get the applicant who is committed to the mission. Use the checklist stapled to the Job Folder to indicate how the position will be advertised. You should have, ahead of time in your Recruitment Tool Box, the list of possible advertising sources and the contact persons for each; as well as a schedule of events and job fairs.
5. TRACK the results of your postings! You’ll do this when you contact the applicants whom you qualify and contact to invite to the next step in the process by asking them how they heard of the position. Record the information in an [Excel spreadsheet](file:///C:\Users\lpinto\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\5WNRONFH\Tracker%20for%20Recruitment%20Sources.xlsx) so you can identify the sources that are likely to yield the best candidates. The same spreadsheet can be used for purposes of diversity, to guide you in throwing the net out to a diverse talent pool.
6. Your entity may require that you complete a **Personnel Requisition**. This obtains for you the approval necessary to hire for the position, including the range for the salary or wage. Remember that the best practice is to hire between the minimum and mid-point of the salary range in order to allow the newly hired employee the opportunity for growth. The last thing you want to do is hire at the top of the range and then cap the salary! Contact HR for the salary range for the position; faculty and administrative leadership in the schools have a very specific salary formula and need approval from the Office of Catholic Schools to hire and compensate the teacher / administrator. The funds available to pay salary, payroll taxes, employer-shared-cost or -funded health and retirement benefits must be available and should have been included in the current fiscal year’s operating budget.
7. Determine who reviews the initial applications and postings. The Office of Human Resources recommends that applicants for business positions be sent to [careers@theadom.org](mailto:careers@theadom.org), and HR will qualify/disqualify the applicants and do the initial screenings. If your entity administrator prefers that your entity receive them initially, then you’ll need to determine the e-mail address to which the applicant should send materials; who will download and process those materials; and who will review and assess the materials. Use the checklist attached to the job folder to document the applicant materials received and the dates received.
8. **Assessment of Applicant Resumes**

Cover letters and resumes are coming in, and your Recruitment Coordinator should be printing and collecting them for weekly (or even more frequent) review and assessment. It is a good practice for you to review the resumes that the Recruitment Coordinator has qualified and disqualified – despite a seasoned hiring team, two sets of eyes provide for more accurate scrutiny, and sometimes talking through each helps enhance the assessment process.

The Recruitment Coordinator is encouraged to use an assessment tool such as the **HR Resume Assessment Tool** (see appendix) to help create an objective snapshot of the project, as well as prepare for the phone screen.

1. **Phone Screen Assessment**

The Phone Screen Assessment should be assigned to the Recruitment Coordinator or someone other than the hiring manager.

Candidates who have not done so should complete the Archdiocese of Miami Application for Employment and send it to the Recruitment Coordinator prior to the interview. The Recruitment Coordinator should pay close attention to answers to the questions about criminal background history and reasons for leaving employment, as the candidate may need to be asked for clarification in these areas.

The purpose of the assessment is to get answers to questions that arise from the materials that the applicant presented that may be a cause for concern (i.e., a 10-year gap in employment; erratic job history; regression or marked change in career path); find out why the individual applied to this particular job; take the temperature on how close you are to hiring to mission with this applicant; learn what the applicant’s salary requirements are, and some other basic questions formulated in advance by the hiring manager.

The questions indicated above can be added to the Resume Assessment Tool, in order to give you / the selection committee less documents to wade through: Some of the questions to ask may be elicited from the “Comments” section of the Resume Assessment.

The assessment should take no longer than 30 to 45 minutes, and should become part of the packet of cover letter, resume, application, resume assessment/phone screen that is to be forwarded to you and the selection committee.

At the close of the assessment, the Recruitment Coordinator should inform the candidate what the next steps are in the process and approximately when s/he will be told whether or not s/he has been selected to move to the next step in the process. This point in time is also an opportunity to provide a brief explanation of our employee benefits and where additional information may be located.

Once you (and the committee, if you involve them at this stage) rule out candidates with unfavorable phone screen results, select several to move to the next step in the process.

Candidates who state a salary range that is close to or exceeds the maximum point of the range should be excluded. You may need to get permission from the pastor or principal to hire a very experienced, credentialed person at slightly beyond the midpoint (the midpoint is the maximum for hiring). What you don’t want to do is hire too close to the maximum point of the range, as you’d have a new hire starting off with a capped salary!

1. **Interviews**

Select two or three candidates (or more if you have many!) for in-person interviews with your selection committee. If the position is a key leadership position (i.e., business manager or finance director) you may want to have two rounds of interviews. In this case, the first round can be conducted remotely using Zoom, Skype, SparkHire, or some other technology for that purpose.

Should you decide on one round of interviews with the selection committee, those should be in-person, unless the candidate is out-of-town. You don’t want to pay the expense of flight and hotel for someone who is not your selected candidate.

If the pool of candidates NOT selected should include any internal candidates, it is recommended that you make a courtesy phone call – or better yet, meet with her/him in person – to inform her/him of the decision. This should be done by you personally and not by the Recruitment Coordinator. Be prepared for questions, and your replies should always inform the internal candidate that there were applicants who had significant qualifications. Use the opportunity to have a development conversation with the internal candidate and coach her/him on skills gaps that s/he may need to close, and/or courses s/he might take to increase her/his skills and add to the qualifications and encourage her/him to continue to seek grown opportunities. If you are not the pastor or principal, it is recommended that you inform the pastor and/or principal of such an internal candidate, including the meeting you are about to have with her/him to deliver the news.

Once you select the candidates for first-round / remote interviews or in-person interviews, have your Recruitment Coordinator schedule them, preferably on the same day in order to devote as much attention as possible to the hiring, and for the sake of your selection committee.

Interviews should ideally be scheduled 90 minutes apart: 60 minutes for the interview, followed by 30 minutes to de-brief.

**Preparing the questions and the format of the interview:**

Make a list of questions based on objective, performance-related, criteria. Questions should include behavior-based questions, as the research proves that the best predictor of future performance is past performance.

For each question that begins with “Tell me about a time …”, ask, “What was the situation? What action did you take or not take? What was the result? What would you have done differently?”

*(See HR* [*Business Interview Questions Tool*](#InteriewQuestionsBusiness)*;* [*Interview Questions to Avoid*](#InterviewQtoAvoid)*)*

(Please view the recorded Webinar, “How to Hire the Best Candidate”, found in the e-library. This Webinar discusses the format of the interview at length, from rapport-building questions, to opening questions, to how to ask follow-up questions, to what kinds of questions to avoid and why.)

Review your questions with Selection Committee and invite members to review and submit additional questions. Once you’ve decided on the final questions, send the list out to each member of the selection committee. Each member should be assigned specific questions that are from their own area of expertise.

The Recruitment Coordinator should send electronic documents of all candidate materials and a copy of the questions, to each member of the selection committee prior to interview day.

**Conducting the Interviews**

The selection committee should meet in the conference area (private, no phones) about 30 minutes prior to the first interview, in order to review the format and clarify details.

The Recruitment Coordinator should greet the candidate and bring her/him to the interview room at the schedule time.

The interview should start with a prayer, followed by introductions and a brief outline of the interview format. The hiring manager should review ground rules for interviewing and reiterate the confidentiality of the process.

The Recruitment Coordinator should take notes, documenting the candidate responses.

Questions should be rotated among the selection committee members, as this gives prior questioners time to reflect on the answers, take notes, and formulate any follow-up questions.

If the interviewee is having difficulty recalling an incident in response to a behavior-based question, allow the “pregnant pause” for a moment, then move on to the next question, inviting her/him to respond later if the memory is recalled.

Ensure that there is time for the candidate to ask questions.

Stick to the time limit! At the close of the interview the hiring manager should thank the candidate and invite her/him to provide additional insights or questions to the Recruitment Coordinator later in writing.

Inform the candidate of the next steps in the process and have the Recruitment Coordinator walk her/him out of the building.

Notes should be cleaned up and sent to the committee within a day or two of the interviews.

1. **Pre-Employment Testing**

All business positions require pre-employment testing, and must be done by the Office of Human Resources at the Pastoral Center. Tests must be conducted indiscriminately: All candidates tested will get the same tests, and at the same time in the process.

You may decide to have your final candidates tested prior to the interview: You don’t want to waste precious time of you and the committee on an accountant who can’t pass the basic journal entry, bank reconciliation, and Excel tests.

The Office of Human Resources has a battery of tests assigned for each business position. When you’ve reached the point in the process to test your candidate, notify Isabel Guia in HR of the name of the candidate who will be contacting her to schedule the test. Pre-employment tests take 2 to 2-1/2 hours and include the following: Intermediate Excel; Journal Entries (word problems); Bank Reconciliation; Financial Statement questions; Payroll Processing; Critical Thinking; Communication (ability to give detailed instructions)

1. **Selection**

It’s time to select the candidate to whom you will extend a conditional offer of employment. To make the process as objective as possible, it is recommended that you rated the candidates using a matrix that assigns weighted points to each factor. (See HR Scoring Matrix Tool)

The Recruitment Coordinator should verify past employment and conduct professional references. See [Employment Verification](#Verification) and [Professional Reference Check](#ProfessionalRef) forms in the appendix.

1. **Extending the Conditional Offer**

It’s time to extend an offer! The Recruitment Coordinator at this point should contact the candidate to schedule a phone call with you.

When making the phone call, you’ll want to prepare your “pitch” ahead of time by writing it out. You may opt for language such as: “First, I want to thank you for interviewing with the committee last week. We were unanimous in our decision that we would feel blessed to have you on the team, and therefore I am offering offer you the position of [xxxx]. I understand that you may need to think about it and discuss it with your spouse. And, I understand that you need to give your current employer adequate notice, so we’re aiming for a start date of [mm\dd\yyyy]. The salary we’d like to offer is $XX,XXX. I’ll send you an **offer letter** to put this in writing. If you have additional questions as you pray over this and consider your budget please feel free to contact [Name of Recruitment Coordinator]. S/he will contact you to give you information on getting your fingerprints done—of course, the offer is contingent upon the background results.” (See [Sample Offer Letter](#SampleLetterOffer))

1. **Follow-up**

Once you’ve received the signed offer letter with the clearance from the background investigations (fingerprinting, references, employment verification), in addition to confirmation from the selected hire that s/he has given notice to the current employer, the Recruitment Coordinator should be given the list of interviewed candidates who were not selected and for whom a written letter is warranted.

Best practice is to contact those interviewed in person, with a personal phone call, and follow up with the official notice that they were not selected, citing another avenue chosen, using performance-based criteria only. The notice should be brief but warm, and for a really good candidate you may add a written note in pen such as “I really enjoyed our meeting and encourage you to continue to apply for other positions as they become available.”

Sample copy for such letters are found in the appendix. With the exception of an applicant not interviewed at least by phone, letters should be signed by yourself (in-person interviews) or the Recruitment Coordinator (phone interviews). *(See HR* [*Letters to Not Selected Samples*](#NotSelected)*)*

All internal candidates should have been contacted prior to extending an offer to the selected candidate, unless the internal candidate was a strong contender who might be selected in the event the selected person declines the position.

1. **Preparing for Day One / Orientation**

New Employee Orientation should be scheduled, but not happen, until you receive notice from HR/Fingerprinting of selected candidate’s background test results. If disqualifying result, contact the senior director of human resources for next steps: exemption process or letter of adverse action.

Confirm the start date and time with new employee and HR, and ensure that all stakeholders are aware (IT, security, etc.) who need to grant access and office tools

The Recruitment Coordinator should create a welcome sign with the name of the new employee and have it at the reception area / lobby the morning of the start date

The Recruitment Coordinator should have instructed the new employee to bring in proof of personal identification AND proof of eligibility to work in the U.S. Employees re-locating should be told well in advance to remember where they pack their Social Security cards or other I-9 documents.

All documents obtained in the pre-employment phase that will enter the record of the personnel folder should be submitted to the HR person who will onboard the new hire and compile the records. Contact the Office of Human Resources for the Onboarding Handbook.

Congratulations on your new hire!

**APPENDICES**

1. Sample Job Description: Bookkeeper / HR Coordinator
2. Sample Job Description: Parish and School Business Manager
3. Job Analysis Questionnaire
4. Resume Assessment Tool
5. Sample Interview Questions: Business Positions
6. Interview Questions to Avoid: Legal Exposure
7. Verification of Past Employment Tool
8. Professional Reference Check Tool
9. Sample Letter of Offer of Employment (Non-Exempt position)
10. Sample Copy for Letters to Applicants and Candidates Not Selected

**SAMPLE JOB DESCRIPTION**

**Position:** **Bookkeeper/HR Coordinator**

**Reports to:**  Pastor [dotted line to Principal]

**FLSA Status**: Exempt Full-time

**Date prepared**:

**Signatures:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(*Supervisor) (Employee)*

**PURPOSE**

The Bookkeeper is responsible for providing the day-to-day fiscal/financial oversight for [Name of]Catholic Church and [Name of] School. Primary responsibilities include maintaining and/or preparing all financial reports, books and records for the Saint Louis Catholic Church and Covenant School. This position will also perform and supervise, as necessary, the month end closing process, billing, accounts receivable and payable activities, payroll processing and other duties as assigned. The Bookkeeper carries out all duties and responsibilities and performs essential functions in a manner that is consistent with the mission, vision and values of the [Name of] Catholic Church and [Name of]School and the Archdiocese of Miami.

**ESSENTIAL FUNCTIONS** include, but are not limited to, the following:

1. Oversees all functions affecting the general ledger;
2. Work with Pastor/Principal to prepare an annual operating and capital budget for review and approval by the Finance Committee;
3. Monitor performance relative to budget through production of periodic (i.e. monthly, quarterly and annual) actual vs. budget financial reports for use by management and the Finance Committee;
4. Monitor periodic cash flows to ensure adequate liquidity is available to meet organization’s operational needs. Prepare periodic cash flow forecasts for regular review by the Pastor/Principal;
5. Assist Pastor/Principal with completing annual financial reports and disclosures as required by applicable accrediting agencies, state and federal Departments of Education as well as the Archdiocese of Miami;
6. Develop and maintain appropriate accounting policies and procedures consistent with GAAP and Archdiocesan policy;
7. Prepares and/or reviews journal entries and account reconciliations subject to review by the Pastor/Principal and/or his designee(s);
8. Processes payroll via outside service provider. Collects and submits data including hours worked, paid time off benefits, payroll deductions (including federal withholding, FICA taxes, health insurance, 403b, etc.) and is responsible for compliance with statutory reporting requirements such as issuance and filing of year-end W-2s, quarterly UCT-6s and 941s. Maintains payroll coordination with staff, faculty and priests;
9. Accounts Payable:
10. Enter valid and properly-authorized invoices into sub-ledger system for payment, ensure proper coding and sufficient liquidity exists to issue payment prior processing check run, obtain Pastor’s/authorized signer’s signature and distribute.
11. Correspond with vendors regarding invoices, questionable charges, resolve disputes, and provide information as required by vendors.
12. Maintain and monitor accounts payable aging schedule.
13. Accounts Receivable:
14. Properly apply tuition payments and miscellaneous receipts into sub-ledger system.
15. Maintain and monitor accounts receivable aging schedule.
16. Ensure deposits are made in a timely fashion.
17. Facilitate Archdiocese of Miami audit process, including preparation of necessary records and reports as required;
18. Maintain the [Name of]Catholic Church and [Name of]School’s fixed asset inventory and accumulated depreciation listings;
19. Assist with personnel recordkeeping and processing of new hires into payroll, Health Plan, 403(b), Cash Balance Plan and other employee benefit programs, as applicable;
20. Perform clerical responsibilities regarding basic personnel administration. Work with Archdiocesan Office of Human Resources to ensure that appropriate documentation is maintained in the local payroll and personnel files. Secure and maintain personnel and financial records according to federal, state, and any other applicable regulations;
21. Serve as liaison with Archdiocesan providers of workers comp, property, general liability and unemployment insurance, FMLA administration, and other claim-related benefits and insurance carriers;
22. Serve as the primary financial liaison between the [Name of] Catholic Church and [Name of] School and the Archdiocesan Finance Office. Respond to basic questions and stand ready to explain financial trends and ensure consistency of accounting policies and procedures between organizations;
23. Develop and maintain contact list for [Name of] Catholic Church and [Name of] School, including donors, outside vendors and third-party service providers;
24. Build and maintain professional relationships with vendors and third-party service providers and act as liaison between them and [Name of] Catholic Church and [Name of] School.
25. Subject to final authorization/acceptance by the Pastor/Principal and following appropriate legal review, negotiate contract terms with vendors and third-party service providers obtaining best value for service provided;
26. Foster and maintain positive working relationships with Archdiocesan entities;
27. Maintain professional and technical knowledge by attending educational workshops, reviewing professional publications, establishing professional networks, and participating in professional societies;
28. Work with Pastor/Principal and Archdiocese of Miami Development Corporation liaisons to coordinate periodic campaign communications and collections which serve to benefit the [Name of] Catholic Church and [Name of] School.
29. Exercise at all times a high level of confidentiality and discretion while demonstrating exemplary internal and external customer service;
30. Assist with other tasks as assigned by the Supervisor.
31. **Additional Detailed Duties that can be added**:
32. Ensure proper counting and entering of weekly contributions. Ensure both cash and remote check deposits are made in a timely fashion. Prepare cash bags and oversee the Brinks armor car pick up process.
33. Functions as the primary point of contact for parish ministry heads and accepting and posting in the system as well as provide project reports.
34. Analyze internal processes and recommend and implement procedural or policy changes to improve parish office operations, such as supply changes or the disposal of records.
35. Process payroll for parish staff and school employees on a bi-weekly basis. This includes but is not limited to ensuring all appropriate payroll documentation completed by each employee and proper deductions of all Federal taxes, health care payments, etc properly withheld from employee’s paycheck.
36. Prepare year-end W-2s, 1099s, 1095s, etc.
37. Keep pastor apprised of personnel issues and make recommendations on training, discipline, hiring and firing of staff.
38. Reconcile all Church and School bank accounts in the Accounting system
39. Assist pastor with all recruitment and selection procedures, including developing the job description and maintaining the required records.
40. Coordinate the annual Performance Appraisal process and input merit increases into Paylocity with annual effective dates of 7/1/XX
41. Create and maintain personnel records for each employee. Perform all personnel administration duties in coordination with the Archdiocesan Office of Human Resources to ensure that appropriate documentation is maintained in payroll, accounting and personnel files. Secure and maintain personnel and financial records according to federal, state, and any other applicable regulations.
42. Assist with maintenance projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations
43. Plan, administer and control budgets for contracts, equipment and supplies.
44. Liaise with all necessary entities (both internal and external to the ADOM) to understand and comply with state and local building rules and regulations, fees and/or taxes due, etc. This is to ensure timely compliance with all state and local governmental entities.
45. Create and maintain inventories of parish materials, supplies, and services.
46. Seek and initiate cost savings opportunities throughout the operation.
47. Establish and maintain a system of fixed assets for the entity.
48. Negotiate contracts with vendors and third-party service providers, obtaining best value for service provided
49. Create, update and maintain electronic and hard-copy filing system for Saint Louis Catholic Church documentation.
50. Build and maintain good working relationships with other Archdiocesan entities. Seek opportunities to learn best practices and other opportunities for collaboration.
51. Learn basic terminology of Catholic Church and ministries of Archdiocese of Miami in order to effectively relay messages and policies.
52. Work with pastor, Development Director and Archdiocese of Miami Development Corporation liaisons to successfully coordinate annual ABCD campaign communications and collections.
53. Complete the Pastor Questionnaires from Schools requesting Parishioner involvement/Mass attendance.
54. Represent the Church and School at the Church Finance Committee meetings as well as the School Finance Committee meetings and provide required and requested financial reports
55. Assist with [Name of] Catholic Church tasks as assigned with confidentiality and discretion, demonstrating excellent internal and external customer service.
56. Attends meetings as required by the Pastor.
57. Accounts Payable:
    1. Daily data entry and posting of invoices and cutting checks
    2. Correspond with vendors regarding invoices, charges, disputes, and provide information required by vendors. Challenge questionable charges.
58. Accounts Receivable:
59. Posting of all deposits (inclusive of Offertory) in computer and maintain balances.
60. Preparing remote deposits for every church/school bank account.
61. Facilities Management (Plant Operations) working alongside the Maintenance Supervisor

**SUPERVISORY RESPONSIBILITIES**: None.

**QUALIFICATIONS:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The educational and experience requirements listed below are representative of the knowledge, skills, and/or abilities required to perform the assigned duties in a satisfactory manner. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Education and Experience.**

* Bachelor degree in Accounting or related field, with minimum of 5 years of professional experience.
* Demonstrated proficiency in Microsoft Office Products (Word, Excel, PowerPoint and Outlook) and accounting systems.
* Must possess knowledge of the Catholic Church and its structures, functions and institutions. Requires strong ethical values, including honesty and integrity, especially in matter of confidence.

**Language Skills.**

* Excellent verbal and written English-language communication skills.
* Fluency in Spanish strongly preferred.

**Other Knowledge, Skills, Attitudes.**

* Must have a strong command of GAAP and accounting practices.
* Modern office procedures and practices, including record keeping and data security methods and techniques.
* Knowledge of accounting principles and practices for non-profit organizations.
* Ability to maintain a high level of accuracy in preparing and entering financial information
* Ability to maintain strict confidentiality concerning financial matters.
* Knowledge of contract negotiation and RFPs.
* Good computer literacy, including ability to navigate online applications and search engines effectively.
* Good spelling and grammar required.
* Excellent customer service skills, including ability to maintain focus on and professionalism with people in challenging situations, both in person and by phone.
* Good time management, including ability to manage several projects at the same time.
* Must be able to multi-task and retain accuracy in an environment of competing deadlines.
* Must be supportive of the mission and tenets of the Roman Catholic Church.
* Must have a professional demeanor.

**COMPETENCIES**

**Customer Focus (Internal and External):** Effectively meeting customer needs and taking responsibility for customer satisfaction.

**Attention to Detail / Quality Orientation**: Accomplishing tasks by considering all areas involved, including minute details; showing concern accuracy and good quality output; accurately checking processes and tasks. Monitoring activities.

**Collaboration**: Working effectively and cooperatively with others, asking clarifying questions for the purpose of achieving common objectives. Building and maintaining good working relationships with employees and key stakeholders.

**Dependability**: Being reliable, responsible, and dependable, and fulfilling obligations with a willing attitude.

**Managing Work**: Effectively managing time and resources to ensure that work is completed to meet expectations.

**Inductive Reasoning / Problem Sensitivity:** Sensitive to observation and identification of issues presenting out-of-the-norm and that may be indicative of problems needing to be addressed.

**Work Standards**: Set expectation of high performance standards and hold oneself accountable for accurate and timely completion of tasks and projects.

**PHYSICAL DEMANDS AND WORK ENVIRONMENT**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Must be able to sit for extended periods at a computer workstation
2. Must be able to perform data entry for extended time periods.
3. Must be able to push and occasionally lift objects weighing 25 pounds
4. Frequent ability of routine hearing such as listening to others in conversation.

**DISCLAIMER** The above is intended to describe the general context of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.

**SAMPLE JOB DESCRIPTION**

**Position:** **Parish and School Business Manager**

**Reports to:**  Pastor

**FLSA Status**: Exempt

**Date prepared**:

**Signatures:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(Employee)*

*(Supervisor)*

**PURPOSE**

The Parish and School Business Manager is a professional administrator who reports directly to the Pastor. The manager is responsible for supporting the Pastor in planning, directing and coordinating the financial, facilities management and basic human resources operations of the parish and school. The manager assists the pastor with the stewardship of the physical, financial and personnel resources for the parish. Primary areas of responsibility include, but are not limited to: office management; human resources; accounting and finance; and systems and technology.

The [Name of Entity] Business Manager performs all duties and responsibilities in alignment with the mission, vision and values of the Catholic Archdiocese of Miami.

**ESSENTIAL FUNCTIONS** include the following. Other duties may be assigned.

1. Under the direction of the pastor and in alignment with his strategic plan: director, plan and coordinate the financial, facilities management and basic human resources operations of the parish and school.

**Accounting and Finance:**

1. Direct and coordinate financial and budget activities to fund operations and increase efficiency. Set up accounting infrastructure such as cash accounts, payroll, vendors, bank reconciliation.
2. Design and implement internal controls, policies and procedures and forms and train staff and others on the policies and procedures and the proper completion of the forms.
3. Work in consultation with the Pastor, Principal, Finance Committee, School Advisory Board and the Parish Council.
4. Oversee and assists in the timely preparation of budgets, annual reports, interim reports, general ledgers and monthly reports (balance sheets and statements) and provide reports to pastor, principal and Finance Council.
5. Handle bank relations to include management of accounts and problem solving.
6. Serve as staff liaison to Finance Committee and School Advisory Board.
7. Oversee Accounts Payables and Receivable functions.
8. Oversee the management of parish operational and financial records. Ensure that all federal, state and local taxes are paid in accordance with federal, state and local regulations.
9. Liaise with external accounting firm to ensure that tasks contracted to external accountants are prompt and accurate.
10. Work with Archdiocesan Office of Finance to ensure that appropriate documentation is maintained in payroll and accounting files. Secure and maintain financial records according to federal, state, and any other applicable regulations.
11. Monitor and supervise correct counting and deposit of weekly offertory.
12. Facilitate Archdiocese of Miami auditing process, including preparation of necessary records and reports.
13. Oversee the implementation of the annual ABCD campaign at the parish and liaise with the ADOM.
14. Negotiate contracts with vendors and third-party service providers. Emphasis is placed on obtaining best value for service provided, their implementation and supervision.
15. Supervise and control inventory of parish and school materials, supplies, and services. Ensure that items are ordered proactively anticipating needs while exercising cost consciousness.

**Human Resources:**

1. Oversee the payroll function and administration of salaries and benefits.
2. Assist with personnel recordkeeping and processing of new hires into payroll, health Plan and other benefits.
3. Work with Archdiocesan Office of Human Resources to ensure that appropriate documentation is maintained in payroll, accounting and personnel files. Secure and maintain personnel and financial records according to federal, state, and any other applicable regulations.
4. Implement personnel policies in accordance to the ADOM guidelines regarding hiring and termination, job descriptions, personnel evaluations, etc.
5. Evaluate support staff through yearly performance reviews.
6. Oversee implementation of guidelines and policies for volunteers.

**Office / Parish Management:**

1. The Manager is responsible for overall office operations.
2. Support bookkeeping with materials management and purchasing.
3. Ensure correct employee timekeeping and appropriate coverage of Parish Office.
4. Oversee and administer Parish calendar.
5. Serve as liaison between the Pastor and all ministries of the parish for coordination of administrative issues.
6. Responsible for media relations. Assists Pastor with news and press releases, as well as dissemination of information related to events and activities promoted by the parish.
7. Oversee the maintenance of all parish and school facilities, including the routine inspection of the grounds, installations, and equipment to determine necessity of repairs, maintenance or replacement.
8. Plan and direct building and grounds improvements that ensure that the facility’s appearance positively reflects and enhances the parish and school in the community. Plan and schedule work with minimal interruption to parish and school activities and communicate any transportation and related interruptions to employees and community. Secures necessary permits for such work.
9. Oversee all security measures and systems, including alarms and security contractors. Work with Pastor, principal and staff to ensure existing security policies and procedures are operative in order to provide adequate security of buildings and people working in and accessing building and grounds.
10. Monitor and implement and test emergency backup plans and procedures, working with Pastor and principal to ensure that systems are functional in the event of interruption.
11. Learn and adhere to the stipulations of OSHA, the Uniform Building Code, local zoning and fire codes and regulations. Secures necessary permits.
12. Responsible for preparing written and oral reports for use by the Pastor.
13. Build and maintain good working relationships with other Archdiocesan entities. Seek opportunities to learn best practices on parish office management, and other opportunities for collaboration.
14. Learn basic terminology of Catholic Church and ministries of Archdiocese of Miami in order to effectively relay messages and policies.
15. St. Agnes Academy is an integral component of the Parish. The Manager will support and work in concert with the Principal of the Academy to accomplish the administrative, personnel and financial objectives of St. Agnes Parish Community. The Academy budget is subordinate to the parish budget. The Pastor, along with the Manager, the Principal of the Academy and the chairs of the different committees/boards appointed by the Pastor are to resolve any conflicts which may arise in the preparation or administration of the budget.

**Management and Data Information Systems:**

1. Responsible for creating and maintaining a comprehensive electronic data management system and hard-copy filing system for parish financial and sacramental recordkeeping.
2. Also responsible for computer hardware and software recommendations and oversees the implementation and training necessary to make effective use of electronic technology; telecommunications is included in the Business Manager’s duties.
3. Maintain electrical power systems, including Uninterruptible Power Supply and Power Distribution Systems and consults with IT staff or service providers to ensure that facilities power meet demands and new specifications as needed with changing technology
4. Other duties as assigned.

**SUPERVISORY RESPONSIBILITIES**: Direct reports: Parish/School IT Person, Parish Bookkeeper, Office Manager, Maintenance Supervisor; Indirect Reports: Receptionists, Maintenance Person, Custodial Persons

**QUALIFICATIONS:**

To perform this job successfully, and individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Education and Experience.**

* Minimum: Bachelor degree in Management, Business or Public Administration, Accounting or related field, with seven (7) years of professional-level experience.
* Preferred: Bachelor degree in Management, Business or Public Administration, Accounting or related field, with 10 years of combined experience in management, finance, and facilities operations; non-profit preferred.
* Experience in a Roman Catholic environment a plus.

**Language Skills.**

1. Good oral and written English-language communication skills, including clear speaking voice.
2. Good Spanish-language spoken communication skills strongly preferred.

**Other Knowledge, Skills, Attitudes.**

1. Knowledge of business and management principles involved in strategic planning, resource allocation, human resources, and coordination of people and resources.
2. Knowledge of facilities management and building services.
3. Knowledge of GAAP and accounting practices.
4. Knowledge of Modern office procedures and practices, including record keeping and data security methods and techniques.
5. Knowledge of principles and practices on non-profit accounting a plus.
6. Knowledge of accounts receivable and general ledger
7. Ability to maintain a high level of accuracy in preparing and entering financial information
8. Ability to maintain confidentiality concerning financial and contributors files.
9. Knowledge of contract negotiation and RFPs.
10. Skilled in personnel administration; knowledge of human resources policies and practices
11. Knowledge of basic tenets of Catholic Church and parish structures.
12. Knowledge of fundraising and promotion of non-profit religious institutions.
13. Skilled at needs analysis, using systematic approaches to assess and identify needs.
14. Skilled at implementing action plans.
15. Knowledge of and skilled in communications methodologies and strategies.
16. Knowledge of basic project management principles.
17. Proficiency in MS Outlook, Word, and Excel, are required.
18. Good computer literacy, including ability to navigate online applications and search engines effectively.
19. Excellent customer service skills, including ability to maintain focus on and professionalism with people in challenging situations, both in person and by phone.
20. Good time management, including ability to manage several projects at the same time.
21. Must be supportive of the mission and tenets of the Roman Catholic Church.
22. Must have a professional demeanor.

**COMPETENCIES**

**Building Trust**: Interacting with others in a way that gives them confidence in one’s intentions and those of the Office, Pastoral Center and Archdiocese.

**Coaching**: Providing timely feedback and instructions or guidance to help others increase knowledge, skill and/or ability needed to perform tasks and duties and solve problems.

**Customer Focus (Internal and External):** Effectively meeting customer needs and taking responsibility for customer satisfaction.

**Attention to Detail / Quality Orientation**: Accomplishing tasks by considering all areas involved, including minute details; showing concern accuracy and good quality output; accurately checking processes and tasks. Monitoring activities.

**Collaboration**: Working effectively and cooperatively with others, asking clarifying questions for the purpose of achieving common objectives. Building and maintaining good working relationships with employees.

**Continuous Improvement**: Exercising continuing effort to evaluate and improve conditions, situations and processes, both incrementally and significantly.

**Dependability**: Being reliable, responsible, and dependable, and fulfilling obligations with a willing attitude.

**Information Monitoring:**  Setting up ongoing procedures to observe, collect and keep under review all information needed to manage ongoing situations.

**Initiating Action**: Taking prompt action to accomplish objectives, taking action to achieve goals beyond what is required; being proactive.

**Integrity and Ethics:** Maintaining high moral and ethical standards in actions and transactions and identifying and avoiding areas of conflict of interest.

**Managing Work (includes Time Management)**: Committing one’s time and resources in the most economical manner to ensure that work is completed efficiently and meeting expectations.

**Planning and Organizing**:Establishing courses of action for oneself and others to ensure that work is completed efficiently and according to priorities.

**Resilience**: Overcoming rejection and disappointment while maintaining steady course of action.

**Risk-Taking**: Taking action to achieve a beneficial goal in spite of potential negative consequences.

**Safety Awareness**: Proactively identifying and correcting conditions that affect people’s safety; compliance with safety standards.

**Inductive Reasoning / Problem Sensitivity:** Sensitive to observation and identification of issues presenting out-of-the-norm and that may be indicative of problems needing to be addressed.

**Work Standards**: Set expectation of high performance standards and hold oneself accountable for accurate and timely completion of tasks and projects.

**PHYSICAL DEMANDS AND WORK ENVIRONMENT**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

* Must be able to sit for extended periods at a computer workstation
* Must be able to perform data entry for extended time periods.
* Must be able to push and occasionally lift objects weighing 25 pounds

**DISCLAIMER** The above is intended to describe the general context of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.

**Tool: Job Analysis Questionnaire**

**Instructions**: Please complete the following questionnaire, designed to help describe the job that is currently performed by an employee (“incumbent”).

**General Information**

Archdiocesan Entity Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Person completing this form: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Proposed Position Title (leave blank if unsure): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Incumbent Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name and Title of Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Full-time, Part-time or temp (circle one)

Work schedule: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Current pay: Salaried or Hourly (circle one)

FLSA status: (To be completed by HR office) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Part I: Essential job functions**

Next to the numbers below, please list the major duties and responsibilities (these can include tasks) and the estimated percent of time devoted to each.

Essential duties meet the following standards:

1. the function must be done as part of the job;
2. taking the function from the job would fundamentally change it,
3. the job exists to perform this function, and
4. there would be significant consequences if the function is not done.

The most important item should be listed first.

* Include descriptive statements of typical or representative tasks (e.g., activities) associated with the major responsibilities/functions.
* Describe actions or outcome required.
* Use action verbs that tell what the position does. Examples include “supervises, “programs”, “directs”, analyzes”. Avoid ambiguous terms such as “oversees” or “manages”; instead, describe the activities involved in overseeing or managing.
* Include specific examples to illustrate job duties, complexity, type of decision-making, etc.
* Quantify activities when possible (how often performed, volume of work handled, deadlines).

**List of Essential Duties and Responsibilities**

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

**Personal contacts**

List the working relationships with those persons other than supervisor or people supervised, with whom you interact on a continuing basis, and how often this interaction occurs.

1.

2.

3.

4.

5.

6.

How does this position impact others?

**Complexity**

From among the principal duties listed, identify between two and four that are the most complex and describe them in detail. Include specific examples to illustrate the scope of the responsibility, the types of problems confronted, the decision-making, creativity, judgment and analysis performed.

1.

2.

3.

4.

**Supervision given**

Do you have responsibility for work direction of other employees? YES / NO (circle one)

If YES, Mark with an X next to any that apply:

\_\_\_ Hiring / firing

\_\_\_ Assigning / delegating work to others

\_\_\_ Reviewing others’ work

\_\_\_ Training? New employees / Current employees

\_\_\_ Coaching others

\_\_\_ Developing others

\_\_\_ Reviewing Progress

\_\_\_ Performance Reviews

**Equipment Used**

List machines, tools, equipment and motor vehicles used in the performance of the duties, and the percent of time spent operating the equipment.

1.

2.

3.

4.

**Environment**

Please mark with an X each of the following that is applicable:

\_\_\_ Works in an office environment

\_\_\_ Works in a noisy environment

\_\_\_ Exposed to machinery with moving parts

\_\_\_ Works outdoors

\_\_\_ Works in humid environment

\_\_\_ Requires use of protective clothing / equipment

\_\_\_ Travels at high speeds.

\_\_\_ Works in high places

\_\_\_ On call 24 hours a day

\_\_\_ Other (describe)

Date questionnaire completed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Review by Manager (manager signature required) : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Resume Assessment Tool**

Applicant Name:

Position Applied For: Parish Accountant

Date When Resume Received:

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**Primary Responsibilities:**

* Provide exemplary customer service by phone or in person to entity bookkeepers, pastors, school principals, employees, donors, vendors, contributors and administration who contact the Archdiocese of Miami Pastoral Center Accounting Office.
* Resolve accounting issues related to journal entries, bank reconciliations, income statements, and balance sheets.
* Assist entities with processing of payroll and payments.
* Organize and perform accounting trainings.
* Process Journal Entries in Logos when requested by entities.
* Assist in the process of quarterly review and consolidation of entities.
* Serve as a liaison between parishes/schools and the Finance Office
* Provide Logos support to all entities of the Archdiocese of Miami.

**Qualifications:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **Y** | **N** | **N/A** | **Comments** |
| Cover Letter included |  |  |  |  |
| Resume included |  |  |  |  |
| Minimum Requirement: Bachelor Degree in Accounting or Finance, with 3 years’ professional accounting experience within the last seven years. |  |  |  |  |
| A candidate with a Bachelor Degree in a Business field and 3 years’ professional accounting experience within the last seven years may be considered. |  |  |  |  |
| Experience processing payroll |  |  |  |  |
| Stable work history |  |  |  |  |
| Demonstrated attention to details and accuracy. |  |  |  |  |
| Proficiency in MS Word and Excel is required. |  |  |  |  |
| Experience with accounting software systems |  |  |  |  |
| Excellent interpersonal skills with focus on customer service; good phone skills |  |  |  |  |
| Excellent oral and written English language communication skills  Good Spanish-language spoken and written communication skills strongly preferred.  Good Haitian Creole-language spoken and written communication skills is a plus. |  |  |  |  |
| Demonstrated success in customer service with patience, tact and diplomacy |  |  |  |  |
| Must have knowledge of tenets of Catholic Church and parish structures.  Must be supportive and respectful of the mission and tenets of the Catholic Church |  |  |  |  |

**Assessment done by:**

Name/ Position / Office Date

**Applicant is: (to be completed by Senior Director of HR or HR Generalist)**

**Not Considered**

Applicant Tracking (ATS)

Position filled

File in Job Folder

**Considered**

Forward to Hiring Manager

Pre-screen (Telephone)

Applicant Tracking (ATS)

File a copy in Job Folder

**Comments:**

**Assessment done by:**

Name/ Position / Office Date

**Tool: Sample Interview Questions: Business Positions**

Below are some sample questions from which to choose. Remember that you are hiring to mission, so you do need to ask the question about why s/he wants to work for the Catholic Church and does s/he support the Church’s mission and tenets.

For each question that begins with “Tell me about a time …”, ask, “What was the situation? What action did you take or not take? What was the result? What would you have done differently?”

“**L**: ” next to the question indicates a leadership position

1. Why are you applying for this position?
2. What do you hope to obtain in this position that you do not have in your previous position?
3. Give me an example of a job, if any, in which you’ve dealt with confidential information. What were some of the challenges of keeping the information confidential?
4. Tell me about a project that you worked on in collaborations with others that failed. What happened, and what did you do about it? (If they don’t come up with something, then ask: What kinds of positive contributions have you made in the workplace to foster camaraderie)?
5. Can you tell me about a time during your current employment when you suggested an improvement to a process or set of procedures?
6. Have you ever worked in an environment with people from different cultural/language backgrounds? What were some of the challenges for you in that environment?
7. Tell me about a time when you had to explain a difficult policy or procedure to a co-worker or client.
8. What were some of the most difficult situations on the job at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_? How did you respond?
9. How has your department benefitted as a result of your contribution?
10. Give me an example of when you were able to help motivate co-workers at work?
11. If I asked your previous/current co-workers about you, what would they say?
12. Describe how you like to be managed, and the best relationship you’ve had with a previous boss.
13. What are some characteristics in a boss that might present a difficulty for you?
14. How do you deal with the stress of having to do too many things in a limited time frame? Give me an example of when you’ve done that..
15. Give me an example of a time when you were trying to meet a deadline, you were interrupted, and did not make the deadline. How did you respond?
16. How do you check for mistakes in your work?
17. Tell me about a time when you had limited resources and were tasks with a project and knew you did not have the resources to finish it.
18. Describe the most challenging work problem you faced in your last job.
19. Walk me through a scenario of a process you invented or improved.
20. Tell me about a time when you had to adjust to a colleague’s working style in
21. order to complete a project successfully.
22. Describe a situation when you were given a project that you felt you could do alone, but instead worked with a team. What was the outcome?
23. than if you had completed the project on your own.
24. Recount a time when you worked with a colleague who was not doing their share of the work. How did you handle it?
25. Describe a situation where you’ve had to deliver bad news to a parishioner caller.
26. Tell me about a time when you’ve resolved a problem for a disgruntled customer.
27. Tell me about a time when you went out of your way to satisfy a customer. What was the outcome?
28. **L**: Explain a time when you’ve had to deliver tough feedback to an employee or colleague.
29. Tell me about how you delivered project results to your manager.
30. Tell me about a time when you had to get someone else to see things your way.
31. Describe a time when you resolved a conflict with a colleague in your past role.
32. **L**: Name a time you had to convince someone to do something they did not want to do.
33. **L**: Describe a time when you had to delegate work to others.
34. Explain how you kept your work organized in your last role.
35. Tell me about a time when you had multiple competing deadlines and how you managed them.
36. Describe a time when you had to learn a new process or skill.
37. Tell me about a time when you had to pivot away from a current project to address an emergency project.
38. What’s the most difficult decision you’ve ever had to make?
39. **L**: Have you ever fired someone? Tell us about what happened.
40. Tell me about a stressful situation and how you dealt with it.
41. What did you do in your last role when your workload was enormous?
42. Tell me how you set goals and monitored progress in your last position.
43. What did you do in your last role if you thought that you might fall short of hitting a goal?
44. Tell me about a time when you were given little direction on a project and how you were able to complete it?
45. **L**: Tell me about a time you were leading a group, were assigned a goal, and did not reach it.
46. **L**: Describe a time when you had to train someone who just wasn’t getting it. What was the situation and how did you address it?
47. **L**: Tell me about a time you had a poorly performing employee—how did you address the performance?
48. Why would you want to work for the Roman Catholic Church? What, in your understanding, is the Archdiocese’s mission?
49. If you were to obtain this job, in what areas could you contribute immediately?
50. Where would you need additional training?
51. Give me an example of a time in a previous job where your boss pointed out a mistake that you made. How did you respond?
52. In any of your past jobs that had some slower periods during the day, what did you do with your “down time”?
53. Additional Observations (Presentation, Clarity, Verbal Skills, Attitude)

**Red flags:**

**Tool: Interview Questions to Avoid: Legal Exposure**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Acceptable Question in this Category** | **UNacceptable Question**  **In this Category** | **Type of potential discrimination** |
| Attendance / Reliability | What hours and days can you work? | How many children do you have? | Gender = female |
| Attendance / Reliability | Do you have response-bilities other than work that will interfere with specific job requirements such as traveling? | What are your child care arrangements? | Gender = female |
| Attendance / Reliability | Do you have a reliable way of getting to work? | Do you own a car? | Race (adverse impact) |
| Citizenship / National Origin | Are you legally eligible for employment in the United States of America? | What is your ethnic background? Where is your family from? | National origin |
| Citizenship / National Origin | Have you ever worked under a different name? | What is your maiden name? | National origin |
| National origin | NONE. Can’t ask national origin | How did you learn how to speak Spanish?  What is your father’s last name? | National origin discrimination. If job requires foreign language, focus must be on level of language proficiency, not on how learned. |
| Disability | Can you perform the duties of the job for which you are applying? | Do you have any disabilities? | Disabled persons |
| Emergency Contact Information | Please give us the name and address of the person to be notified in case of emergency. | Please give us the name and address of the RELATIVE to be notified … | National origin discrimination |
| Credit Record | None | Do you own your own (home, car, etc.)? | Race (adverse impact) |
| Membership Organizations | Questions should only be asked regarding organizations RELEVANT to job for which applying | Please tell me all of the organizations in which you are a member. | Race, national origin, gender |
| Physical characteristics (weight, height, etc.) | Only if there is a BFOQ\* | Please list your weight, height, eye color | Race, national origin |
| Gender | Only if there is a BFOQ\* | How do you wish to be addressed (Mr., Mrs., Ms., etc.)? | Gender |
| Education | Do you have a high school diploma? Do you have a Bachelor / Master / Doctorate degree? | When did you graduate from \_\_\_\_\_\_? | Age discrimination |

**Tool: Verification of Past Employment**

**Candidate SSN (last four digits): xxx-xx-\_ \_ \_ \_**

**Entity / Position:**

**---------------------------------------------------------------------------------------------------------------------**

**TO BE COMPLETED BY PREVIOUS EMPLOYER**

**Name of Organization / Entity :**

**Former Employee’s Job Title:**

**Date(s) of Employment: From: To:**

**From: To:**

**Former Employee’s Eligibility for Re-Hire :**

**\_\_\_\_\_\_\_\_\_\_\_ Eligible**

**\_\_\_\_\_\_\_\_\_\_\_ Not eligible**

**\_\_\_\_\_\_\_\_\_\_\_ Not in current position but could be considered for another position**

**\_\_\_\_\_\_\_\_\_\_\_ Other (Please specify, for example, if reasons of non-compete agreement)**

**Verification given by (Previous Employer):**

**Printed Name / Title**

**Signature Date**

**Department: Telephone:**

**ARCHDIOCESE OF MIAMI**

**1st attempt**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Verification obtained by: Name/Office Date**

**2nd attempt \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Verification obtained by: Name/Office Date**

**3rd attempt \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Verification obtained by: Name/Office Date**

**Tool: Professional Reference Check**

Applicant:

Position applied for:

Reference’s Name:

Reference’s Tel. #:

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**TO BE COMPLETED BY PREVIOUS EMPLOYER**

1. How long have you known the applicant?
2. What is your relationship with the applicant?
3. Have you ever worked with the applicant?
4. Is this job a fit for the applicant and why? (Interviewer, give a brief description of the job responsibilities and requirements.)
5. What is your opinion of the applicant’s character, dependability, and general reputation?
6. Is there anything in the applicant’s character or history that might present a problem for this position?
7. How would you rate the ability to work well with others?
8. Is there anything else about the applicant that you want to add?

Reference obtained by (Name/Title/Office) / Date

**ARCHDIOCESE OF MIAMI**

**1st attempt**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Verification obtained by: Name/Office Date**

**2nd attempt \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Verification obtained by: Name/Office Date**

**3rd attempt \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Verification obtained by: Name/Office Date**

**Sample Letter of Offer of Employment**  *(Note: This Letter must come from HR)*

[Date]

[Name: Salutation, First and Last]

[Address]

[Address]

Re: Offer of Employment

Dear [Name: Salutation, First and Last],

I am pleased to extend you the offer of the position of [Job Title] for the Office of Human Resources for the Archdiocese of Miami.

1. This offer of employment is extended, pending the receipt of documentation of academic training and education (diploma or transcript), and background screening clearances by the Florida Department of Law Enforcement (FDLE) and the Federal Bureau of Investigation (FBI).
2. Your employment starting date has been mutually determined to be September 7, 2021.
3. Your scheduled work hours will be 40 hours per week, Monday to Friday 8:30 a.m. to 5:00 p.m. Some flexibility is required on occasion, with approximately two Saturdays per year for recruiting events.
4. Based on continuous satisfactory performance in the role of full-time HR Recruiting Coordinator, your initial wages will be $XX.XX per hour, annualized to approximately $40,000, and paid on the bi-weekly payroll of the Pastoral Center.
5. Your position is classified as Non-Exempt under the Fair Labor Standards Act; therefore you will be eligible for overtime compensation for any workweek in which you actually work for more than 40 hours. Overtime must be approved by me in advance.
6. You will be employed on an introductory basis for the first three months of employment, which provides you and the Pastoral Center the opportunity to assess and evaluate the employment relationship. Upon successfully completing the initial requirements, you will be eligible for regular employment status.
7. Your employment will be at will, meaning that your employment may be terminated at any time by you or the Pastoral Center at will without notice. This letter does not serve as a contract for employment. Continued employment also is contingent upon whether your background and safe environment clearances are current.
8. As your direct supervisor I will assist you in your orientation to the Pastoral Center, its mission, objectives, policies and procedures.
9. Attached to this letter is a job description with the expectations regarding your duties and responsibilities.

**Paid Time Off Benefits (Sick, Vacation, Holiday)**

1. You are eligible for vacation and sick-time benefits per the Archdiocese of Miami Employee Handbook and Policy.
2. You will accrue a vacation benefit of 10 days per year for your first four years of service, 15 days for five through 19 years of service, and 20 days for 20 or more years of service.
3. You will have 10 paid holidays and 12 sick leave days per year. Sick days are accrued at the rate of one day per month.

**Health Plan and Retirement Benefits**

1. Because you work for 30 hours or more per week you are eligible for Archdiocese of Miami Health Plan and retirement plan benefits.
2. You will have 30 days from your date of hire in which to enroll or decline participation in the Health Plan and the 403(b) retirement plan. If you do not enroll in the Health Plan within the first 30 days of your employment, you will not have the opportunity to enroll until annual enrollment (with the exception of a qualifying life event).
3. Eligibility for the Cash Balance Plan or the employer match to your contribution to the 403(b) Plan will depend on the hours you work each Plan year. Annual hours of 1,500 or more would qualify you for a Plan year credit on the Cash Balance Plan. Annual hours of 1,000 or more would qualify you for an employer match on your 403(b) contribution.

**Policies Agreement**

1. You represent to the best of your knowledge that you are qualified to perform, and fully capable of performing, all the duties and responsibilities of a Full-Time [Job Title] consistent with the policies and directives of the Roman Catholic Church, the Archdiocese of Miami, and the Pastoral Center. You agree to render services as required by the Pastoral Center and to be subject at all times to my general authority and supervision. These duties shall be performed in a manner consistent with the laws, theology, philosophy, teachings, and doctrines of the Roman Catholic Church and of the Archdiocese of Miami. You agree to act in accordance with the policies of the Archdiocese of Miami and the Pastoral Center, as amended from time to time, and any other applicable policies.
2. Except as provided otherwise in written agreements, the employer-employee relationship in the Archdiocese is employment “at will” where either the employer or the employee can terminate the employment relationship at any time, for any reason, with or without notice. That is, this relationship does not imply a guarantee of continued employment; the employment-at-will relationship does not remove an employee’s responsibility to provide adequate notice when resigning employment, in order to remain in good standing. Continued employment also is contingent upon whether your background and safe environment clearances are current.
3. The Immigration Reform and Control Act requires that the employer verify the identity and employment status of each prospective employee, and that the employee attest that he or she is eligible to work in the United States by completing Form I-9. This form must be completed on the first day of work.
4. You acknowledge and agree that, during your employment with the Pastoral Center you may have access to and become acquainted with confidential information and practices. You agree that you shall not disclose anything of a confidential nature to anyone unless authorized to do so.
5. All documents, memoranda, reports, files, correspondence, lists and other written, electronic and graphic records affecting or relating to Archdiocesan business that you prepare, use, observe, possess or control shall be and remains the sole property of the Archdiocese and you shall not retain any of these items, except as required in the course of your employment with the Pastoral Center. Your work created during your employment is considered to be “work for hire.”
6. The Archdiocese of Miami operates in accordance with the teachings and doctrines of the Roman Catholic Church. In accordance with their role as Church personnel and in witness to the Gospel of Jesus Christ, our employees must conduct themselves with integrity   and act in a manner consistent with the official teachings, doctrines, and laws of the Roman Catholic Church, as set forth in the Catechism of the Catholic Church ([http://ccc.usccb.org/ flipbooks/ catechism/files/assets/basic-html/page-I.html#)](http://ccc.usccb.org/%20flipbooks/%20catechism/files/assets/basic-html/page-I.html#) ) and the policies of the Archdiocese of Miami as set forth in the Administrative Handbook.

Please indicate your acceptance of this offer by signing and returning both this letter and the job description **prior** to your first day of employment.

I am pleased to welcome you to the Pastoral Center and look forward to hearing from you at your earliest convenience. If you have any questions about this offer, do not hesitate to contact me at (305) 762-XXXX.

Sincerely yours in Christ,

[Printed Name]

[Title]

Accepted: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Printed Name]

**Sample Copy for Letters to Applicants and Candidates Not Selected**

**TO: Applicant Not Contacted**

Dear --------,

We received your application for the position of -------- at --------. After careful consideration, we regret to inform you that you have not been selected to interview for the position of ----.  
  
We will retain your resume and may inform you in the future of job openings that match your skills and interest. Please continue to visit the Archdiocese of Miami’s website, [www.miamiarch.org](http://www.miamiarch.org), to review new openings under the Human Resources / Job Openings page.   
  
We appreciate your interest in working for the Archdiocese of Miami. We pray that the Lord guide you in your search for employment.  
  
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**TO: Applicant Interviewed by Phone but Not Selected**

Thank you for your interest in the position of **Part-time Receptionist** at the **Archdiocese of Miami Pastoral Center** and for investing time in a telephone interview. We have completed the interview and selection process for this position. After careful consideration of all the candidates, we regret to inform you that you have not been selected for this position.

We will retain your resume and may inform you in the future of job openings that match your skills and interest. Please continue to visit the Archdiocese of Miami’s website, [www.miamiarch.org](http://www.miamiarch.org), to review new openings under the Human Resources / Job Openings page.   
  
We appreciate your interest in working for the Archdiocese of Miami. We pray that the Lord guide you in your search for employment.

**TO: Applicant Interviewed in Person but Not Selected**

Thank you for your interest in the position of **-----------** at the **Archdiocese of Miami Pastoral Center** and interviewing with our selection committee. Your background and resume are impressive, and we appreciate the opportunity of meeting with you and hearing of your (interesting!) background and aspirations. We invested much time into the review and deliberation of each of the candidates and their respective qualifications for the position. We regret to inform you that you have not been selected for this position.  
  
We will retain your resume and may inform you in the future of job openings that match your skills and interest. Please continue to visit the Archdiocese of Miami’s website, [www.miamiarch.org](http://www.miamiarch.org), to review new openings under the Human Resources / Job Openings page.

We appreciate your interest in working for the Archdiocese of Miami. We pray that the Lord guide you in your search for employment.  
  
[ALWAYS SIGN A PERSON’S NAME, WHETHER THE HIRING MANAGER OR RECRUITMENT COORDINATOR!]