



PROCESS FOR HIRING EMPLOYEES

POLICY

Consistent with its mission the Archdiocese of Miami is committed to staffing its entities with appropriately qualified people to perform their respective jobs. The Archdiocese recognizes and complies with the applicable stipulations of federal, state and local legislation regarding employee selection procedures and consequently has devised the following procedure outlining requirements to be completed when hiring employees. This policy governs the recruiting and hiring of lay employees for the Archdiocese of Miami Pastoral Center and parishes and schools. (There is a separate document for the Pastoral Center due to differences in organizational structure.) Additional procedures required by the Office of Schools may be applicable for educational personnel serving in the parish.

I. PROCEDURES

A. Personnel Requisition

The Personnel Requisition serves as a record of the recruitment and selection process and is documentation of employment activity. It also serves as information useful in workforce planning and budget forecasting. It should be completed for the filling of any open position, even those into which an internal employee is promoted.

1. The hiring manager will complete the Archdiocesan Personnel Requisition (Form HR10) and include the following information:
 - a. Position Title
 - b. Salary Range
 - c. Work schedule
 - d. Estimated start date (or, in the case of a Temporary employee, start and end dates or times)
 - e. Whether or not position was previously approved in budget forecast and, if not, reason for need (if not budgeted, COO initials required on this section of requisition form)
 - f. Name of employee to be replaced, if not a newly created position
 - g. Targeted recruitment and selection pool (promotion, internal Pastoral Center, internal ADOM, internal and external applicants)
 - h. Hiring manager signature and date
2. The hiring manager will obtain approval signatures from the following people:
 - Pastor (for parish and parish school)
 - Principal (for high school)
3. The hiring manager will submit completed personnel requisition with approval signatures to the record custodian for signature and initiation of the recruitment and selection procedures.
4. The hiring manager will attach an updated job description to the personnel requisition.

B. Job Description

Every position must have a job description, a necessary condition for recruiting and compensation purposes, and for managing performance. Job descriptions should be updated each time there is a change in responsibilities and duties, reporting relationships, title, tools and technology, and/or other employment status indicators. Electronic copies of job descriptions should be kept, and templates and other tools for creating job descriptions can be found on the ADOM e-library site under the Human Resources page.

Each job description needs to have:



PROCESS FOR HIRING EMPLOYEES

1. **Identification data:** Position title, Office or Department, reporting accountability, FLSA status (exempt or non-exempt), date of preparation
2. **Position Purpose:** A clear, concise one-paragraph summary of the job's essential purpose that answers the question, "Why does this job exist?" It distinguishes this position from another job and should be written without jargon so that it is clearly understood by someone not familiar with the position.
3. **Essential Functions:** A numerical list of the responsibilities, duties and/or tasks to be accomplished, usually anywhere from 7 to 20. Each function should begin with a verb and include expected outcomes. The list should be arranged in order of importance, frequency, and/or percentage of time spent.
4. **Qualifications (Specifications):** The required education, certifications, licenses, experience, knowledge, skills/abilities and technical proficiencies needed to perform the job successfully.
5. **Competencies.** These are also "qualifications" but listed separately as they are the behaviors and attitudes needed to perform the job successfully.
6. **Physical demands and work environment:** List of noteworthy physical activities including lifting of weighted objects, prolonged positions, exertion of force; and environmental conditions, odors, noise levels, etc.
7. **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.

C. Position Documentation of Recruitment & Selection Process

The Archdiocesan Pastoral Center and its parishes will keep records of the recruitment and selection process for each position, in compliance with employment law.

1. The record custodian will open a position folder and maintain a record of the transactions involved in the recruitment and selection process for each position. The documents to be included are:
 - a. Personnel Requisition
 - b. Job description
 - c. Job postings and dates
 - d. Applicant materials
 - e. Record of qualifying and disqualifying actions
 - f. Record of interviews
 - g. Record of pre-employment test results, if applicable
 - h. Reference checks and verification of past employment on candidates
 - i. Copy of offer letter to candidate(s) selected
 - j. Date job filled

D. Posting of position

- Every open position needs to be posted at least internally at the entity, with the exception of promotions. (Hiring managers desiring to promote employees must consult with the Pastor or, in the case of high schools, the principal.)
- Positions that are posted externally by the entity need to be simultaneously posted internally. The pastor or principal need to be copied on any request to an external recruitment agency or job board for the purpose of advertising the position. Consequently the Archdiocese is not responsible for the unauthorized posting of its positions on other recruiting Web sites or job boards.



PROCESS FOR HIRING EMPLOYEES

- Hiring managers must send a copy of the posting to the Human Resources office (or request that Human Resources write the posting) for review. The Senior Director of Human Resources will ensure that the posting complies with Equal Employment Opportunity laws and regulations.

E. Recruitment

1. Equal Employment Opportunity

- The Archdiocese of Miami's Pastoral Center and its parishes ensure that the selection process is designed and administered to offer equal employment opportunity without regard to race, color, national origin, gender, disability, genetic information, or age, or any other legally protected characteristic.
- The Senior Director of Human Resources is responsible for monitoring and implementing policies, procedures and practices for fairness and to ensure a diverse talent pool.
- Certain positions with the Archdiocese of Miami enjoy a *bona fide occupational qualification* for preference granted to people who are Roman Catholic and demonstrate commitment and support to the mission and tenets of the Roman Catholic Church.
- The Archdiocese of Miami's Pastoral Center and its parishes will make reasonable accommodations to persons with a qualifying disability.
- The Office of Human Resources and the hiring managers should maintain discretion and confidentiality throughout the process.

2. Application for Employment (External applicants)

- An applicant's material may be reviewed if s/he submits the required applicant documents and indicates the position for which s/he applies.
- The materials should be reviewed and qualified by an employee performing human resource functions (office manager, assistant principal, etc.)
- The record custodian shall keep a record of the process of qualifying applicants as candidates and disqualifying applicants for further consideration. This information will be provided by the hiring manager. Where applicable, the record custodian will enter documentation into the applicant tracking system.
 - a. Persons desiring to apply for open positions at the entity must submit application materials to the either in hard copies or via e-mail at the designated e-mail address.
 - b. Application materials will be received by the person at that entity who has been assigned human resources responsibilities in the area of recruitment and selection.
 - c. The parish or school employee who performs human resources functions, will review applicant materials and qualify applicants for consideration as candidates, forwarding the materials of the latter to hiring managers for consideration.
 - d. All candidates selected for interviews must be approved as qualified for the position prior to scheduling an interview.
 - e. Hiring managers who are solicited directly by prospective applicants must forward the applicant materials to the human resources person overseeing the hiring process for that entity.
 - f. The human resources person will contact those individuals who have submitted resumes and, based on the resumes judged qualified, request that they complete the Archdiocese of Miami (Office of Schools for schools) Application for Employment.
 - g. Submitted employment applications should be reviewed by the entity human resources person prior to a candidate's interview.



PROCESS FOR HIRING EMPLOYEES

3. Internal Transfer

- The Archdiocese of Miami is committed to the development and career progression of all employees and encourages them to consider open positions at the entity for which they are qualified.
- An “internal transfer” occurs when a current employee applies for a position with another office in the same parish, school, and is hired by that office. What follows is a “transfer” to that office, which may necessitate a transfer of other employee data for benefits and other purposes. This procedure is explained in this section in its entirety, from application to selection.
- Although experience at the Archdiocese of Miami parishes, schools, or other entities may be an advantage to a candidate, it in no way guarantees that an employee will be selected for the position for which s/he applies.
- The selection process for internal and external candidates is conducted in the same manner.
- Employees are eligible to apply for a transfer to another position and office after (a) 18 months’ employment in the current position. (Note: Temporary-status employees may apply after 3 months’ employment in their current position.
 - a. Prior to application the employee should verify that the position to which s/he wishes to apply is an open position approved for hiring. This can be done by:
 - locating the posting on the parish or school Web site or bulletin
 - locating the posting on the www.miamiarch.org Web site
 - contacting the parish or school office to verify that the position is posted for hiring.
 - b. Applicants for internal transfer should direct all questions about the position to the human resources person (i.e., office manager, assistant principal), who will obtain all needed information for the employee.
 - c. To assure consistency in the process, hiring managers should refer all pre-application questions directly to the human resources person.
 - d. Applicants should obtain Form HR1, *Application for Internal Transfer*, from Human Resources or the HR folder of the Archdiocese of Miami e-library. S/he needs to complete the application, attach a resume, obtain supervisory approval, and sign and date the form.
 - e. The applicant must obtain the signature of her/his immediate supervisor.
 - The applicant’s supervisor retains the right to deny the application if the employee does not meet the requirements for the job, is under a performance improvement plan, or has a history of performance issues that might preclude her/his consideration.
 - A supervisor who does not approve an internal applicant’s application must state the reason, in writing, on the application and sign it and send it to the record custodian for the job folder. The supervisor needs to communicate to the employee the reason(s) for denial of the employee’s application to the internal position.
 - f. The applicant should submit the original, signed transfer form and any accompanying material (resume, work samples, art, etc.) to the human resources person in order to be considered for the position. This may be done in hard-copy format or electronically with an electronic signature.



PROCESS FOR HIRING EMPLOYEES

- g. The human resources person will contact the internal applicant and arrange for any pre-employment skills testing, if applicable.
- h. The hiring manager will contact qualified internal candidates directly for phone screens or in-person interview(s).
- i. The hiring manager will notify any internal candidates not selected for the position and inform them of the decision.

F. Interviewing

1. Only qualified candidates (*see E(2)e, above*) are to be interviewed, and hiring managers are to refrain from “courtesy” interviews of internal and external applicants.
2. The hiring manager should select the most qualified candidates of those who are pre-qualified for interviewing.
3. All **internal applicants** who have obtained the approval signature of their managers and who have been qualified by Human Resources should be selected for interview by the hiring manager. A hiring manager with serious reservations should discuss those with human resources for reconsideration of qualifications. Subsequent disqualification should be documented by Human Resources.
4. The hiring manager will conduct candidate interviews (both telephone and/or in-person) using a consistent process in which only job-related, performance-based questions are asked of the candidate. Hiring managers should check with the ADOM Office of Human Resources for guidance on questions that are unacceptable to ask during a job interview.
5. The hiring manager will make every effort to make the process as objective as possible.
6. Pre-employment skills tests or approved, behavioral predictor tests should be administered at uniform intervals throughout the selection process for fairness. (*See section H, below.*) Hiring managers should use their discretion regarding organizational resources to determine whether such tests are administered prior to or following interviews. The Office of Human Resources can assist a manager in making this decision.
7. For financial reasons hiring managers interviewing **out-of-town candidates** should conduct phone interviews and administer any required pre-employment background or skills testing that could result in a *prima facie* disqualification. This would include salary requirements of the candidate selected for interview.
8. Hiring managers will take notes during the interview and include those in the documentation record for the position.

G. Pre-employment skill tests

- Hiring managers may request the administration of job-related skills tests or valid behavioral predictor tests, which shall be administered uniformly throughout the selection process.
- Managers may opt to have test results qualify or disqualify candidates prior to interviewing.
- The pastor or principal must approve the selection and administration of pre-employment testing, and should consult the AOM Senior Director of Human Resources for any needed assistance with this. Certain predictors and tests may have disparate impact on applicants of protected classes and as such the Senior Director reserves the right to disqualify such tests.
- Human Resources and hiring managers should exercise good judgment in managing the risk of administering such tests. For example, if the job requires a worker to climb a ladder up to three stories high, it would be unadvisable to administer a test of the worker’s ability to do so and instead have her/him indicate that ability through her/his declaration and signature on the job description.



PROCESS FOR HIRING EMPLOYEES

H. Selection

1. The hiring manager will use an objective selection process to select the most qualified candidate for the position. This process will include documenting job-related reasons for selecting the candidate for hire over the other candidates.
2. Preferences may be given to internal applicants and according to tenure.
3. Upon selection of a candidate the hiring manager will contact the human resources designee at the particular parish, to review the selection.
4. The human resources person will ensure that the selection process was as objective as possible and may request the hiring manager to gather additional information on candidates before selection is finalized.
5. Once a decision is made on a candidate the hiring manager should contact professional references and ask job-related questions based on performance criteria or predictors. S/he should document the results of the reference check and include it with the documentation submitted to the record custodian.
6. The hiring manager must also contact the Office of Human Resources to check for possible past ADOM employment of the selected candidate and, if a former ADOM employee, verify eligibility for re-hire with the former pastor or principal or other entity. (*See ARCHDIOCESAN POLICY Candidates for Hire, on the e-library.*)
7. The hiring manager may opt to request that the record custodian perform the reference checks and/or to verify present and past employment.
8. The hiring manager will work with the pastor or principal and Office of Human Resources or Office of Schools if necessary, to assign a compensation plan that is in alignment with budget and consistent with Archdiocesan or parish compensation practices.

I. Extending a Job Offer

- Before extending a job offer to an employee currently working with an ADOM entity, the pastor or principal must contact the pastor or principal of the selected candidate's current employment and inform them of the imminent offer of employment. Both entities will work out a mutually beneficial start date that would ensure as smooth a transition as possible.
- With the exception of hiring school principals, assistant principals, high school athletic directors and teachers, all hiring must be in the form of an offer of employment, and not a contract. Any exception to this requires the approval, in writing, of the Chancellor of Administration/COO or the Archbishop.
- Offers of employment must not imply a contract or contractual relationship.
- Offers of employment to members of religious orders must be made in accordance with the *ARCHDIOCESAN POLICY Stipends and Benefits for Religious in Ministry in the Archdiocese*.
- Offers of employment are **contingent upon favorable criminal background investigation results** and may be revoked in the event of disqualifying criminal backgrounds or evidence of falsification of information.
 1. After reviewing the candidate selection with her/his supervisor and human resources, the hiring manager may extend a job offer to the selected candidate.
 2. Job offers may be extended in person or on the phone and should also be accompanied by an offer letter.



PROCESS FOR HIRING EMPLOYEES

3. Offer letters should include minimal information such as job title, start date, schedule, salary, exempt or non-exempt status, regular full or part time or temporary status, benefits, special requirements and the at-will nature of the employment relationship. The offer letter should include a date by which the offer must be accepted.
4. Offer letters should also indicate that the offer is **contingent upon criminal background clearance**.
5. The letter should be reviewed by the hiring manager's supervisor or human resources to ensure that the letter does not imply a contract. (Exception: School principals and teachers are eligible for standard contracts)
6. The letter should be signed by the hiring manager and the prospective employee and returned to the hiring manager.
7. The hiring manager should submit the original letter to the Office of Human Resources or parish human resources person for the employee's personnel file.
8. After the candidate has accepted the position the hiring manager should notify all other candidates interviewed, beginning with internal candidates. Internal candidates should be notified in person.
9. The hiring manager may request the human resources office to send letters to candidates not selected.
10. The hiring manager should return her/his copy of the personnel requisition form to the parish human resources person, along with the name and effective start date of the prospective new employee.
11. Prospective new employees should be informed in advance of the need to bring the proper documentation required by the Department of Justice verifying personal identity and eligibility to work in the United States, on the first day of employment. The list of acceptable documents may be obtained from the Office of Human Resources or the Department of Labor Web site (www.dol.gov)

J. Background Investigations

1. Criminal background investigations
 - In order to effectively carry out its pastoral mission and to comply with the US Conference of Catholic Bishops' charter on the protection of children and vulnerable adults, all employees (and volunteers) of the Archdiocese of Miami must receive FBI clearance through a comprehensive criminal background investigation that includes fingerprinting and disclosure of felony and any applicable misdemeanor convictions. This clearance will occur prior to new employment and once every five years thereafter.
 - The Senior Director of Human Resources is responsible for making the final decision to determine whether employment shall be denied due to discovery of criminal background information. The Senior Director may consult with the Chancellor/COO.
 - Every prospective employee of the Archdiocese of Miami must contact the Fingerprinting Office in the Office of Human Resources to schedule and complete the criminal background investigation authorization forms and the fingerprinting.
2. Motor Vehicle Records
 - All employees (and volunteers) who may drive Archdiocesan vehicles or their own vehicles while periodically carrying out their responsibilities and duties for the Archdiocese of Miami must obtain clearance through the Florida Department of Motor Vehicles.



PROCESS FOR HIRING EMPLOYEES

- Any license record that indicate 6 points or more during the previous 36 months, a DUI, or a currently suspended or revoked status will not be approved to drive on Archdiocesan business and may impact eligibility for positions requiring driving.
3. Adverse Action
- Per law, the Office of Human Resources will notify any candidates of adverse action taken on prospective employment due to unfavorable results of background investigations, verification of employment, motor vehicle checks or reference checks. This notification will be in writing.

K. Hiring

All new employees with the Archdiocese of Miami Pastoral Center, and its parishes and schools shall undergo a New Hire process on the first day of hire that should require the following:

1. Completion of the I-9 form (Department of Justice). (New employees have three business days to submit the required identification documents from date of hire or will suffer termination per federal law.)
2. Completion of W-4 form
3. Completion of Florida New Hire form
4. Receipt of Employee Handbook
 - The new employee must sign an acknowledgement-of-receipt form indicating that s/he has received the employee handbook of policies and code of conduct and understand that s/he is responsible for understanding the contents therein.

Initial: August, 2011
Current: August, 2012