



## **Job Aid Summary**

### **What Does It Means to Hire Well?**

Before you begin your hiring process, consider the following:

- **Define what it means for your charity to hire well** – Define the core competencies against which all candidates will be evaluated, and describe the type of hiring experience you want candidates to have at your ministry.
- **Measure success** – Choose metrics that allow your charity to gauge its success in hiring well, and identify potential problems.
- **Resist the urge to compromise** – Even if your applicant pool is limited, try to resist the very real urge to hire someone who is not a good fit for your ministry. Today's poor hiring decision can quickly turn into tomorrow's turnover or performance management problem.



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### **Christian Faith as a Condition of Employment**

Christian charities are generally aware that they are subject to human rights laws and are prohibited from discriminating in employment. However, few Christian charities fully grasp the scope of their obligations. Charities are within their rights to hire preferentially in order to maintain their Christian identity and protect against mission drift so long as they do so within the parameters of the law.

This requires the organization to meet both the subjective and objective test in order to demonstrate that the job qualification is necessary for the performance of the job.<sup>1</sup>

The subjective test requires the employer to sincerely and honestly believe that the qualification is necessary for the performance of the job. This is generally documented by the charity or its leadership.

The objective test requires that the qualification be tied directly and clearly to the execution and performance of the role. This generally requires close examination of the nature and essential duties of the position and the reasons that adherence to the requirements is necessary because of the nature of employment.

Determining whether Christian faith and adherence to Christian teachings are bona fide requirements of the role for which you are hiring requires close assessment. Obtaining legal assistance is always recommended when navigating hiring decisions like this one. Never hesitate to seek advice from an employment lawyer before you advertise the role.

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<sup>1</sup> *Ontario Human Rights Commission v. Etobicoke (Borough of)*, [1982] 1 S.C.R. 202



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### Employee or Independent Contractor?

A worker and a charity cannot agree to characterize the worker as an independent contractor if the reality of the relationship is that they are an employee of the charity. While it may seem like less administrative overhead to classify the worker as an independent contractor, charities can face penalties for classifying incorrectly.

Consider the following factors when determining whether a worker is an employee or independent contractor:<sup>1</sup>

- **Control** – Who has control over hours of work, assessing quality of work, etc.?
- **Ownership** – Who has ownership of equipment and supplies and is responsible for the related costs (e.g., insurance, maintenance) of those items?
- **Profit** – Who bears the opportunity of making a profit or assumes the risk of loss?
- **Integration** – From the worker's perspective, are they integrating the charity's activities with their own commercial activities?

Remember that a slightly different set of factors applies in determining the status of a worker in the province of Quebec. Those details can be found in CRA's publication "[Employee or Self Employed? \(RC4110\)](#)".

For further guidance on discerning between employee and independent contractor relationships, charities are encouraged to consult with their legal counsel.

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<sup>1</sup> Nevena Belovska, ed., *CCCC Charities Handbook* (Elmira, ON, 2016), chap. 16, [https://www.cccc.org/members\\_ch\\_show/chapter\\_16](https://www.cccc.org/members_ch_show/chapter_16).



## Job Aid Summary Defining the Role

Remember the following when writing job descriptions:

- **Job postings vs. job descriptions** – Job postings and job descriptions each have their own use and are most effective when used in the appropriate context. Job postings create awareness and excitement around the job opportunity, while job descriptions are primarily internally facing documents that more fully describe the responsibilities of the role.
- **Why job descriptions are important** – Job descriptions are critically important when it comes to hiring well and benefit charities in many other ways, such as benchmarking ministry roles for compensation purposes.
- **Job analysis** – An important precursor to writing job descriptions is the process of job analysis. When done well, conducting a job analysis will provide the content necessary to begin writing job descriptions.
- **Use descriptive language** – Although every Christian ministry desires to have high-performing team members, job descriptions should be written at the level of an incumbent who is meeting the expectations of their role.
- **Templates** – Christian ministries will find it helpful to use a template for their job descriptions, such as the sample provided by CCCC in the sample documents and templates section of our website.

Christian ministries that take a disciplined and structured approach to job descriptions will benefit not only from a compliance perspective (e.g., clergy residence deduction, labour market impact assessment) but also from a best practice perspective (e.g., structuring of compensation, hiring well, and staff member development).

When done well, job descriptions have the potential to add value to any Christian ministry.



## Job Aid Summary Promoting the Role

Remember the following when promoting your ministry job opportunity:

- **Use a variety of methods** – While job postings are one of the more obvious ways to create awareness around your need to hire, use them in combination with some of the other strategies discussed in this module.
- **Build your talent pipeline** – Talent acquisition is a continual process. Today's co-op student could be tomorrow's next great hire. Be intentional about building your talent pipeline by reaching out to others to share helpful articles or to acknowledge important milestones.
- **Start with why** – An important piece of writing an effective job posting is to articulate why your charity does what it does. To capture the hearts and minds of talented ministry professionals, make sure your job posting conveys the "why".
- **Effective job postings** – There is no one prescribed method for writing job postings; however, it is important that they are engaging and speak to your workplace culture. Remember, job postings and job descriptions are not the same thing!
- **Hiring from within** – Don't overlook one of your most readily available talent pools. Ensure staff know about job opportunities and how they can apply. Overlooking internal candidates can lead to decreased employee engagement and unwanted turnover.
- **Social media** – Social media can be a powerful tool for drawing attention to your ministry job opportunities. Be sure to use it wisely, as job postings that contain Christian faith or adherence to a lifestyle agreement as a bona fide requirement will reach a broader audience that may potentially take issue with these requirements.
- **Global talent** – When it comes to filling hard-to-fill positions, taking your search globally can make a lot of sense. It's important to comply with Canada's immigration laws, so make sure to engage an immigration lawyer to ensure you are doing things correctly.

The above list of tools and techniques is not exhaustive; however, it will certainly help to get you on your way in connecting with top talent. It's important to be familiar with the human rights legislation in your jurisdiction and to consult qualified legal counsel when advertising roles that include bona fide requirements, such as signing a statement of faith.

CCCC hosts an online job board, [ChristianCharityJobs.ca](http://ChristianCharityJobs.ca), which can be a great way to connect with talented ministry professionals! If you need further assistance, CCCC can help with writing job postings as part of our [HR Program](#).



## Job Aid Summary Building the Selection Process

To truly hire well, your selection process will likely consist of several selection methods. While the employment interview is one of the most common and well-known methods, the likelihood of making a great hire increases when interviews are combined with other selection tools, such as employment tests and background checks.

Charities that spend the time to define their selection process will be in a much better position to find the talent they need. When defining your selection process, remember the following:

- **Resume screening** – Screen resumes against the requirements of the role. Has the applicant tailored their resume to the requirements of your role? Does the resume contain spelling mistakes or problems with formatting?
- **Pre-screen interviews** – Once you have shortlisted the resumes you have received, your next step should be to contact candidates and ask them the pre-screen interview questions you developed. Use the information you collect to determine which candidates will move forward in your process.
- **Interview planning and logistics** – To be effective as a selection tool, employment interviews require thoughtful planning and preparation. Adopt a structured approach to interviewing and use the checklist you created to ensure that no logistical considerations are missed.
- **Interview questions and evaluation** – A variety of questions can be used in the employment interview. Look for ways to incorporate behaviour-based questions into your interview guide, and spend some time identifying what an ideal answer might include.
- **Panel interviews** – In a panel interview, two or more interviewers ask questions of the candidate. The advantage of a panel interview is that one interviewer might pick up on something that the other missed. Unless you are hiring for a senior leader, try to limit the size of the panel to three or fewer people.
- **Peer interviews** – Peer interviews can be a great way to assess a candidate's fit within a team. By meeting team members as part of the selection process, the candidate can also assess for themselves if they think they might be a fit.

- **Bias in the interview process** – As much as we strive to make the interview process fair and objective, even seasoned interviewers can be susceptible to bias. Review the lists of interview biases described by HRCouncil.ca so that you can recognize them if they arise in your selection process.
- **Employment tests** – Employment tests are a great way to assess a candidate's ability to perform a requirement of the role. Examples of employment tests might include having a candidate make a presentation, create a written document, or analyze a piece of information. Make sure to use the scoring guide you created and to provide the candidate with clear instructions.
- **References** – References are one of the most common types of background checks and are typically completed prior to making an offer of employment. Use the questions you created when contacting references.
- **Police record checks** – There are many reasons that a charity might want to conduct police record checks (e.g., staff who work with minors, the elderly, or disabled). Consult with your insurance carrier and legal counsel to determine if this type of background check should make up part of your hiring process.
- **Pulling it all together** – Your selection process will vary, depending on the role for which you are hiring. While you may not need to include every selection method described in this module, consult with the hiring manager or the hiring committee to ensure the mix of methods being used will enable your charity to hire well.





## **Job Aid Summary** **Making the Offer**

Keep the following considerations in mind before making an offer of employment:

- **Employment agreements**
  - Have employment agreements in place for all new hires
  - Identify the policies or conditions of employment that the employment agreement needs to reference, and make sure they are physically attached to the agreement.
  - Don't go it alone; have your employment agreements reviewed by an employment lawyer.
  - Provide the prospective employee with time to review and sign back the agreement before starting work.
- **Putting your best foot forward** – While Christian charities must work within financial constraints, ministry staff also need to be paid a fair wage. If the level of compensation doesn't allow the staff member to meet their basic needs, they won't remain in the role, no matter how meaningful the work is.
- **Unsuccessful candidates** – Be sure to follow up with unsuccessful candidates who invested time and energy by participating in your selection process. A structured approach to interviewing makes the process of providing feedback easier. Just make sure you have a signed employment agreement in hand before notifying unsuccessful applicants!