



# Congregations as Employers

Putting Values into Practice

General Assembly 2018





# Game Plan

- Introducing Ourselves and Our Topic
- Staffing for Diversity
- BREAK
- Staffing Practices and Benefits
- BREAK
- Staffing for Retention and Development
- Q&A, Loose Ends
- Closing



# From the Office of Church Staff Finances

**Linda Rose**



Retirement Plan  
Director

**Jim Sargent**



Insurance Plans  
Director

**Jan Gartner**



Compensation and  
Staffing Practices  
Manager

**Rev. Richard Nugent**



Director,  
Church Staff Finances



# From the Congregational Life Staff Group

**Connie Goodbread**



**Rev. Dr. Lisa Presley**



**Rev. Dr. Hope Johnson**



Congregational Life Consultants



# From the Office of Human Resources

**Rob Molla**



Director



# Congregations as Employers

Be a

**MINDFUL**

employer

  
[uua.org](http://uua.org)





**MINDFUL**

**M is for**

**MISSION**







MINDFUL

I is for

INVESTMENT





MINDFUL

N is for

NOT ALONE

N



**MINDFUL**

**D is for**

**DIVERSITY &  
INCLUSION**

**D**



[uua.org](http://uua.org)



MINDFUL

F is for



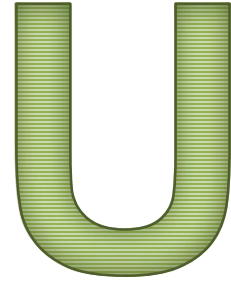
FOLLOW THE LAW



MINDFUL

U is for

UNITARIAN  
UNIVERSALISM





MINDFUL

L is for

LANDSCAPE &  
LENSES





# Be a Mindful Employer

**M**ission

**I**nvestment

**N**ot alone

**D**iversity & Inclusion

**F**ollow the law

**U**nitarian Universalism

**L**andscape & Lenses

*Mind full!*  
↓





# Staffing for Diversity

What do we mean  
by “diversity?”  
“Inclusion?”







# Preliminary Work

- What are our cultural markers?
  - Time
  - Money
  - Personal space
  - Titles
  - Other issues?
- How are we welcoming of the other and other ways of being?
- Power dynamics
- Wondering
- Preparing for the inevitable conflict

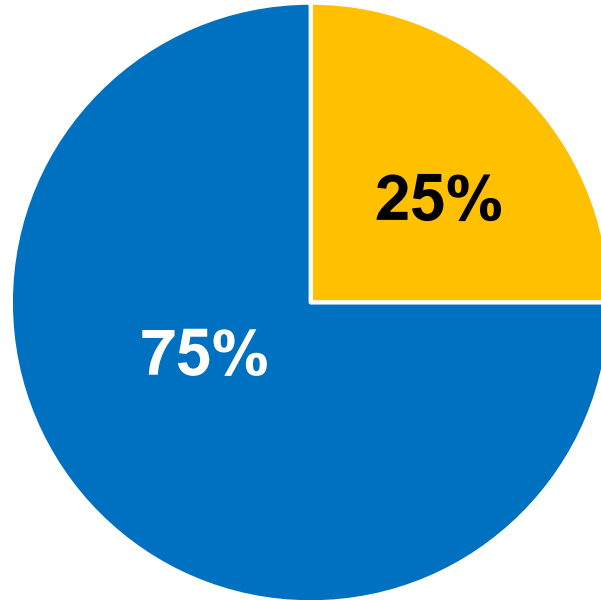


# Recruiting Process

- Job description
- Search team
- Candidate pool
- Interviewing
- Decision making
- Onboarding

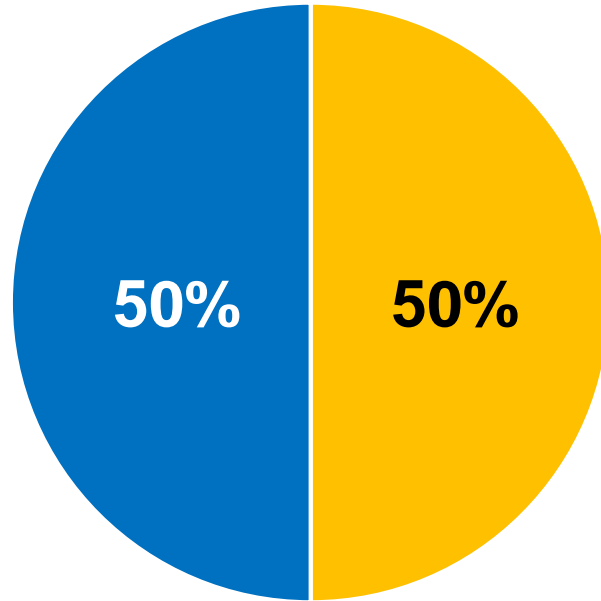


# Why is a diverse pool so important?





# Why is a diverse pool so important?





# Sources

- Advertising
  - The UU world and beyond
- Networking
- Who are our neighbors?
- Partnerships



# Job Descriptions

Purpose

Principle responsibilities

Reporting relationships

Qualifications

Compensation (range)



# Inclusive Language

- Avoid coded language
- <http://gender-decoder.katmatfield.com>

## Gender Decoder for Job Ads

Without realising it, we all use language that is subtly 'gender-coded'. Society has certain expectations of what men and women are like, and how they differ, and this seeps into the language we use. Think about "bossy" and "feisty": we almost never use these words to describe men.

This linguistic gender-coding shows up in job adverts as well, and research has shown that it puts women off applying for jobs that are advertised with masculine-coded language."

This site is a quick way to check whether a job advert has the kind of subtle linguistic gender-coding that has this discouraging effect. [Find out more about how this works.](#)

Paste your job ad here



# Qualifications

“Note that qualifications may be met as a result of lived experience, volunteer work, professional experience, and/or formal or informal training.”





# Re-imagining the “Qualifications”

“Work or lived experience with communities of color or indigenous peoples is of particular value.”

“Willingness to work in an organization in which the dismantling of white supremacy is a high priority.”



# Invitations to Apply

“People with disabilities, people of color, indigenous people, Hispanic/Latinx, and LGBTQ candidates are encouraged to apply.”

“The UUA is committed to developing a diverse and talented staff team. If you are excited about this role, but are unsure whether you meet 100% of the requirements, we encourage you to inquire and/or apply.”



# Full Inclusion

The UUA is an Equal Opportunity Employer and is committed to the full inclusion of all. As part of this commitment, the UUA will ensure that applicants and staff with disabilities are provided reasonable accommodations. If reasonable accommodation is needed to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact the Office of Human Resources at (617) 948-4648 or [humanresources@uua.org](mailto:humanresources@uua.org).



## For more information ...

“For more information on the UUA, visit us online at [UUA.org](http://UUA.org) and [uuworld.org](http://uuworld.org).”



# Assessment and Interviewing

- Strip names, educational institutions, affiliations from résumés to reduce implicit bias
- Set the stage
- Use the same set of questions for each candidate at each round
- Ranking of “skills” can lead to better decisions, especially when you discuss why your rankings differ
- Discuss openly your biases and perceptions as a team when assessing the candidates



# Search Team and Decision-making

- Who's the “hiring manager” and who makes the “decision”?
- Diversity of team
- Process review



# Organizational Culture and Onboarding

- Honest assessment
- What needs work?
- Setting expectations for the new employee
- Feedback loops



# Support through ...

- Mentoring
- Professional development
- Shared and individual learning BEFORE and DURING
- Dialogue and conversation
- Goalsetting
- Supervision and networks
- Connections with ERGs or cohort groups
- Time for rest
- Opportunities for spiritual renewal and exploration





# The Gifts We Encounter Through Difference

- Culture “fit” versus the “value add”
- Why we don’t want to manage conflict, but instead, how do we embrace its transformational power?
- It’s inevitable. What do we do then? What should we have done first?



# Takeaways

- What do you take away from this conversation and our time together?
- What will you share?



**BREAK**



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