RECRUITMENT AND SELECTION

PRINCIPLES
- **Partner with the Lord**—The Lord prepares people to do His work (see Esther 4:14) and will guide our efforts to find qualified candidates. When making hiring decisions, seek the Lord’s guidance as you do the necessary work to find those who are prepared to do His work.
- **Seek the Best Candidates**—The best candidates are devoted to building the kingdom of God (see 1 Samuel 16:7), are highly skilled in their profession, and have potential to contribute beyond the current position being filled.
- **Build Representative Teams**—To meet the needs of the global Church, teams should be able to represent the diverse perspectives, broad life experiences, and backgrounds of Church membership (see 1 Corinthians 12:4, 14).

PERFORMANCE

PRINCIPLES
- **Lead with Love**—We seek to live and work so that we can accomplish the Lord’s work in His way and with His power. A key aspect of working in the Lord’s way is to lead with love (see Doctrine and Covenants 12:7–8).
- **Set High Expectations**—The Lord has high expectations of our contribution in Church employment in both results and behavior (see Doctrine and Covenants 104:11–13; 107:99). A critical role of managers is to model, inspire, enable, and expect meaningful contributions in terms of both accomplishing the work and exemplifying the Leadership Pattern. Seek the guidance of the Spirit to know how to help others increase their ability to make significant, strategically aligned contributions.
- **Provide Candid Feedback**—Feedback is essential to meet the Lord’s high expectations for His work. Praise and suggestions given with a desire to help, as well as timely corrective feedback given in a spirit of love (see Doctrine and Covenants 12:43), will enable teams to more fully understand and accomplish the work.

DEVELOPMENT

PRINCIPLES
- **Strive for Continuous Improvement**—Committing to continuously learn, both on our own and as an organization, is essential to keeping pace with the Lord as He hastens His work. We are expected to continuously improve and increase our contribution to the Lord’s work (see Doctrine and Covenants 82:18).
- **Share Responsibility**—Building capability is a shared responsibility between an individual and his or her manager. Just as the Savior builds capability and confidence in those He leads, we are to actively encourage, develop, and coach those we lead (see Doctrine and Covenants 84:106; 108:7).
- **Foster Experience-Based Development**—We follow the Lord’s pattern for development by building people through His work (see Doctrine and Covenants 105:10). Experience-based development—helping people grow through challenging assignments—is a foundational way we develop the Church workforce. We also provide opportunities for all to receive supplemental development through training, coaching, and mentoring.

COMPENSATION, BENEFITS, AND RECOGNITION

PRINCIPLES
- **Compensate Fairly**—We strive to compensate individuals fairly as they engage in this great work. Compensation and benefits should be viewed together as a total package. Compensation is generally designed to be comparable to that of similar jobs in the relevant market. The Church may be conservative with salaries in certain grades and roles.
- **Recognize and Show Appreciation**—We all seek to become “good and faithful” servants (Matthew 25:21). Expressing appreciation to those we lead increases their ability to accomplish the Lord’s work. We should appropriately recognize and celebrate team and individual contributions.
- **Use Wisdom and Order**—When we administer programs and make decisions about compensation and benefits, we should do so “in wisdom and order” (Mosiah 4:27). We must balance individual employee expectations with our responsibility to wisely manage sacred Church funds (see Doctrine and Covenants 51:19).
APPLICATION

1. Proactively recruit prospective candidates for critical roles, with an eye to both current and future needs. Church recruiting staff are key partners to support you in this effort.

2. Consider both internal and external options when seeking qualified candidates. As a general rule, promote transparency by posting jobs internally and externally whenever possible. Managed moves (transfers made without posting a position) should be limited and done judiciously to meet business needs. When there are two equally qualified individuals, give preference to the internal candidate.

3. Recruit qualified applicants with diverse perspectives and broad life experiences and backgrounds. Then select the candidate most qualified to meet the needs of the Church.

4. Use a qualified and diverse selection team to make hiring decisions. Make the interview process as consistent and fair as possible.

5. Help candidates understand how the Church is similar to and distinct from other workplaces so they can determine whether Church employment is right for them.

6. Help new employees adjust to their new roles and to the Church work environment by providing training, mentoring, and other support.

APPLICATION

1. Help individuals and teams give their best to the Lord by aligning with a clear vision, communicating expectations, providing support, and helping them resolve challenges. Measure your success by how well you have enabled and supported those you lead to contribute at a high level.

2. Invite individuals to be accountable through stretch goals, measurable outcomes, and frequent conversations about progress.

3. Create an environment where individuals feel safe seeking and sharing candid feedback. Encourage those you lead to invite and value feedback. Lead by example in actively seeking feedback from others.

4. Identify early the areas where improvement is needed. Be clear and honest about concerns, and provide ample opportunities for improvement. Give support and correction lovingly and patiently, but do not avoid difficult conversations.

5. Do not allow poor performance to persist without resolution. Partner with the Human Resource Department early when an employee needs help. Options may include clarifying expectations and helping facilitate movement to a role more suited to the individual’s abilities. However, do not move poor performers to other departments with the intent “to be rid of a problem.” At times and after sufficient efforts, sustained poor performance may necessitate initiating separation from Church employment. Document your efforts and results at every point.

6. Recognize and celebrate high contribution for both collective and individual efforts (see “Compensation, Benefits, and Recognition” for additional details).

APPLICATION

1. Help those you lead to continuously improve in their current role. Encourage and help them to prepare for future roles—whether within Church employment or with other organizations.

2. Create a safe learning environment where individuals feel comfortable stretching and taking on challenging assignments. Provide support as needed to help maintain desired performance. When individuals make mistakes, help them learn from the experience.

3. Cultivate global and broad-based awareness in the teams and individuals you lead. This will help meet the needs of the global Church.

4. Provide development experiences that balance the needs of the organization with the development interests and needs of the individual. When you give a challenging experience-based assignment (e.g., task force, special project, rotational move, etc.), help the individual understand the desired learning objective and invite him or her to regularly report what he or she is learning. Offer coaching, encourage reflection, and invite the Spirit to guide and teach.

5. Share with individuals the potential you see in them. Develop them for the future without creating unrealistic expectations. Prepare to meet the needs of the Church by identifying and developing successors for critical roles in the organization. Make this work a key priority. Invest more development resources in the highest performers with the greatest potential.

6. Leaving an employee in the same position for too long can limit personal development and inhibit organizational effectiveness. Help those you lead to broaden their perspective of career development to include horizontal as well as vertical movement. Where possible, use cross-organizational experiences and rotation assignments to enrich development, increase engagement, and enable individuals to more fully contribute to the Lord’s work.

APPLICATION

1. Help those you lead understand that while many components of compensation, benefits, or well-being programs may be similar to what other organizations offer, working at the Church also includes many intangible benefits and blessings associated with its mission of building up the kingdom of God (see Doctrine and Covenants 104:59) and preparing for Christ’s return.

2. Reward and recognize employees based on their full contribution, including the results they achieve, the Leadership Pattern behaviors they exhibit, and their growth in implementing their development plan.

3. As you have salary conversations, help employees look at compensation and benefits together as a package, including pay and employer contributions to health insurance and retirement plans. This will help them make more accurate comparisons to other organizations. Where possible, employees will have access to a Total Rewards statement, which will show the combined value of both their compensation and their benefits.

4. When managing merit increases, remember that higher-performing employees should receive higher merit increases than lower-performing employees. It is appropriate for employees who are not meeting expectations to receive a lower salary increase. In some cases, based on performance, some may receive no salary increase. Performance being equal, give higher merit increase percentages to those who are paid lower in the salary range.

5. Using provided resources and tools, help educate employees on the basic components of their compensation and benefits. Encourage them to route specific questions to designated resources (such as HR business partners, compensation or benefits specialists, Deseret Mutual Benefits Administrators, or your local benefits provider).

6. In addition to merit increases, consider no-cost and low-cost forms of appreciation and recognition.