Effective Hiring begins with Big Picture Goals

- Matching the most qualified, best-suited applicants to vacancies at your swim club

- Eliminating from consideration any and all applicants who pose an undue risk (avoiding the hire of any applicant who is poorly suited or who presents an undue risk)
What’s the Risk?

Hiring:

- The pretender
- The care-free team member
- The applicant with an ulterior motive
- The incompetent worker
- Quality of club staff = quality of club itself
- 1 negative employee causes ripple effect
- Legal claim alleging discriminatory hiring
Common Hiring False Starts

• Tailoring the job to fit your ideal candidate
• Failing to define the job before hiring
• Believing everything the applicant tells you
• Excluding other team members from the process
• Hiring yourself
• Skipping steps, failing to train
• Hiring out of desperation
• Hiring your customer (parents wanting to coach)
10 Steps of Screening
1 Define the Position
Determine Qualifications
Set the Selection Criteria
Create the Application
Check References
Conduct Interviews
Conduct Background Checks
Make the Selection Decision
Provide Training
Complete an Introductory Period of Employment or Service
Swim Staff Select Demo
What YOU Will See

Find the Most Qualified Applicants for Your Swim Club

Create  Edit  Review  Connect
Create Job Posting, Positions, Applications, Interviews, Background Checks and Correspondence.

- Job Posting
- Position Description
- Application
- Applicant Interview
- Reference Interview
- Background Check
Create a Job Posting

<table>
<thead>
<tr>
<th>Id</th>
<th>Posting Name</th>
<th>Type</th>
<th>Start</th>
<th>Expiration</th>
<th>#Apps</th>
<th>Released?</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Head Coach 2015</td>
<td>Full Tim</td>
<td>1/16/2015</td>
<td>2/15/2015</td>
<td>1</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

Select
- Templates:
- Position: Head Coach

Application:
- Head Coach

App Interview:
- Head Coach

Ref Interview:
- Head Coach

Background Check:
- Select -

Location:
204 South King Street, Leesburg, VA 20175

<table>
<thead>
<tr>
<th>Id</th>
<th>Posting Name</th>
<th>Type</th>
<th>Start</th>
<th>Expiration</th>
<th>#Apps</th>
<th>Released?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Lifeguard</td>
<td>Part Time</td>
<td>1/16/2015</td>
<td>2/15/2015</td>
<td>0</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Create a Position Description

Select a Master Template from the drop-down list and enter a position title. Then click the start button.

Then select the segments of the section you wish to include in your application by checking the box next to the segment. Once you've worked through each section and selected the segments you want, click the Build button at the bottom of the page. The Build button will not appear until you reach the last section.

Once the new application has been built you will be taken to the Positions Manager.
Position Requirements

Position Title: Head Coach 2015  Section: Position Requirements

Instructions: Please check the position requirements you would like to include in your description for a coaching staff position. You may also choose to create your own requirements. You will be able to edit the existing requirements later in the application creation process.

Section I: Interpersonal Skills

This is the first section of Position Requirements. Please choose the Interpersonal Skills you require for your club leadership position.

- Ability to act quickly and remain calm in emergency situations
- Ability to analyze and correct facility hazards, and to act quickly and calmly in emergency situations.
- Initiates, delegates, and responds to all job related tasks in a timely manner.
- Reliable, dependable and responsible.
- Self-motivated, punctual, reliable, has good time management and collaborative skills, as well as good leadership and managerial skills.
- Provides positive feedback and encourages co-workers towards professional growth.
- Strong communication skills, organization, team-oriented.
- Proven ability to mentor/ motivate staff to reach potential.
- Comfortable interacting with swimmers of all ages.
- The ability to have fun and be an energetic leader for the team.

...
Please choose the Federal Law Compliance Statement you want to include in your club leadership position description.

- Personal and professional commitment to diversity as demonstrated by involvement in teaching, research, service to the profession or diversity activities.
- Ability to advance Nonprofit Risk Management Center - Arley's commitment to diversity
- Demonstrated knowledge of, and relevant ability with, culturally diverse communities.
- Personal or professional commitment to diversity as demonstrated by persistent effort, active planning, allocation of resources and accountability for diversity outcomes.

Add additional other Diversity policies for this position.
Edit Existing Position Descriptions
Edit an existing template name, status and/or abstract by clicking the edit (✏) icon. Remove the template and associated content by clicking the X (🗑️) icon. You may preview the a position description by clicking on the preview (🔍) icon. While previewing the template you may print it. To manage sections for this template click the sections (⚙️) icon.

When the list of templates gets lengthy, you may reorder the list by clicking on the active column head. Active column heads are "Template Name", "Date Updated" and "Released?". The list is ordered by "Template Name" by default.

Click on the template name to edit the template or click here.

<table>
<thead>
<tr>
<th>Template Name</th>
<th># Segments</th>
<th>Date Updated</th>
<th>Released?</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifeguard-Arley</td>
<td>0</td>
<td>11/5/2014</td>
<td>No</td>
<td>🕒注明来源🔗🔗🔗</td>
</tr>
<tr>
<td>Executive Director</td>
<td>0</td>
<td>11/5/2014</td>
<td>No</td>
<td>🕒注明来源🔗🔗🔗</td>
</tr>
<tr>
<td>Head Coach 2015</td>
<td>37</td>
<td>1/13/2015</td>
<td>No</td>
<td>🕒注明来源🔗🔗🔗</td>
</tr>
<tr>
<td>Club Manager 2015</td>
<td>0</td>
<td>1/13/2015</td>
<td>No</td>
<td>🕒注明来源🔗🔗🔗</td>
</tr>
</tbody>
</table>
You may move (reorder) a segment up or down by using the up/down arrows. You may edit a template segment by clicking on the edit icon or remove the segment by clicking on the X icon.

**Template:** Head Coach 2015  
**Section:** Other Duties

**Other Duties**

1. Works effectively with administrators, professional staff and other coaches within the Club to operate effectively within the structure of the organization.

   Instructions/Information | **Updated:** 11/4/2014 | **Active:** Yes
   **Label:**

2. Reviews and applies the philosophy and directives from the Director of Coaching or designee in order to adjust coaching methods if necessary.

   Instructions/Information | **Updated:** 11/4/2014 | **Active:** Yes
   **Label:**
Create an Application

Personal Information

Application Title: Head Coach 2015  Section: Personal Information

Select all areas you would like to include on your application.

- First Name
- Middle Name or Initial
- Last Name
- Phone:
- Secondary Phone:
- Address:
- City:
- State: - Select -
- Postal Code:
- Prior places of residence, if you have lived elsewhere during the past 10 years.

Prior Address - Most Recent
- Street Address:
- City: , State: - Select -

Resources

Browse articles and other resources to learn more about what is recommended for staff screening and why it is important.

Screening Requirements

Get Help Now

- Read our FAQs or reach out to a risk expert.

Select all areas you would like to include on your application.

Skip  Save & Continue
Create an Interview Script

Interview Title: Head Coach 2015

General

- What excites you most about working at [clubname]?

- Tell me about yourself.

- Why do you want to work as a [clubname]?

- Tell us about your ideal work environment – the type of environment where you are most likely to be effective and successful.

- Tell us about a time that you found a creative solution to a problem.

- Please describe a time when you were faced with an unhappy or angry customer, client or co-worker. What happened? What did you do?

- Explain the level of comfort you would have supporting a diverse team – including colleagues from different generations and with varying ranges of work experience.
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why did the applicant leave your organization?</td>
<td></td>
</tr>
<tr>
<td>What kind of job is best suited for this individual’s abilities? Do you think this individual will perform well as a [positionname]?</td>
<td></td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
<td></td>
</tr>
<tr>
<td>What kind of duties and responsibilities were assigned to the applicant?</td>
<td></td>
</tr>
<tr>
<td>Have you seen the applicant’s current resume? May I read to you what it says were his/her duties and accomplishments at your organization?</td>
<td></td>
</tr>
<tr>
<td>What were the responsibilities of the position the applicant had while working at your company?</td>
<td></td>
</tr>
<tr>
<td>How did the applicant’s last performance review go? What strengths were noted? What areas were identified as needing improvement?</td>
<td></td>
</tr>
<tr>
<td>Did the applicant complete assigned tasks satisfactorily? Did they go above and beyond what was required without being asked?</td>
<td></td>
</tr>
</tbody>
</table>
Review Completed Job Postings

- Job Postings
- Applicants
- Applications
- Applicant Interviews
- Reference Interviews
- Background Checks
- Correspondence
- Supporting Documents

Help
Not understanding this tool? Read our FAQs or reach out to a risk expert.
GET HELP NOW

Resources
Browse articles and other resources to learn more about what is recommended for staff screening and why it is important.
LEARN MORE
Dear {applicantname},

Please accept this as an invitation to apply the position of Head Coach 2015 at Nonprofit Risk Management Center - Arley. This posting expires on 2/15/2015.

When you follow the link above you will be required to establish your personal login credentials including a user id and password. If you have not logged in to the website before you will be asked to provide basic account information and acknowledge the terms and conditions and internet privacy policy of the website.

You will see the complete description for the position and may then decide to apply.

The application is quite detailed and requires much information which may not be readily available to you at the time you begin the application process. Please complete as much information that you can.
Head Coach 2015
Posting Expires: 2/15/2015

Position Reports to:
Owner

Status:
Full-time
Exempt
Regular

Position Requirements
Interpersonal Skills

Ability to act quickly and remain calm in emergency situations
Initiates, delegates, and responds to all job related tasks in a timely manner.
Proven ability to mentor/ motivate staff to reach potential.
Comfortable interacting with swimmers of all ages.
Desire to pursue a career in swim coaching based on a passion for developing swimmers of all ages.
Ability to positively interact with the other coaches, parents and swimmers as well as the general public.

Experience & Knowledge

(number) years coaching experience required.

Ability to demonstrate skills as required for class content and use teaching aids such as kickboards, diving rings, etc.

What Will an Applicant See?
Applicants can view job postings and click 'Apply'
After creating an account, you can apply. 

**Background Information**

Are you a member of USA Swimming?

- Yes
- No

Please select all Certifications you have, and be available to provide a copy of certification if requested.

- Lifeguard Certification expires: 1/31/17
- First Aid expires: 1/31/17
- CPR expires: 1/31/17
- Lifesaving expires: 1/31/17
- Other [ ] expires: [ ]

**Application**

General instructions here for completing the application.
Education

Select highest degree earned: B.A.

If you answered other above, please specify: Communication

Graduation date or anticipated graduation date (mm/yy): 05/06

OR

Number of years completed:

Institution where degree was earned/awarded:

Institution Name: Virginia Tech

City: Blacksburg, State: VA

Previous Section

Save & Continue
General instructions here for completing the application.

Availability

How many hours can you work weekly?  Select:

Please Select Days of availability: [field]

- No Preference
- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

Save & Continue
Truth Clauses

I certify that the information contained in this application is correct to the best of my knowledge and understand that any misstatement or omission of information may result in denial of employment or discharge. I authorize the references listed to give you any and all information concerning my previous employment and any pertinent information they may have, personal or otherwise. I release all parties from all liability for any damage that may result from furnishing reference information to you for the purpose of my application.

- Yes
- No
Thanks for submitting your application.

Your application for Head Coach 2015 has been submitted to Nonprofit Risk Management Center - Arley.

Add other information here about the application process.
What YOU See
After Candidates Apply

Review Applicants

Select the date range you wish to review and click the Refresh button. By default the date range will cover the most recent 60 days based on the application date. The default listing is in alphabetical order by applicant. You may reorder the list by clicking on a column head.

A posting will include applicants, if any, and provide links to the Application, Applicant Interview, Reference Check Interview, Background Check and Correspondence for each applicant. The links are color coded where blue has no significance, red indicates that the task has not started, amber indicates that the task has started but is not complete and green indicates that the task has been completed. These same links are accessible from the applicant’s record and from the Review Job Postings page.

<table>
<thead>
<tr>
<th>Posting Period:</th>
<th>11/17/2014 through 1/16/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant</td>
<td>Sims, Angela</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:angelasims@swimclub.org">angelasims@swimclub.org</a></td>
</tr>
<tr>
<td>Phone</td>
<td>703-888-6890</td>
</tr>
<tr>
<td>City/State</td>
<td>Smithburg, KS</td>
</tr>
<tr>
<td>Position</td>
<td>Head Coach 2015</td>
</tr>
<tr>
<td>App Date</td>
<td>1/16/2015</td>
</tr>
<tr>
<td>Application</td>
<td>App Interview</td>
</tr>
<tr>
<td>Ref Check</td>
<td>Background</td>
</tr>
<tr>
<td>Correspondence</td>
<td></td>
</tr>
</tbody>
</table>
Select the date range you wish to review and click the Refresh button. By default, the date range will cover the most recent 60 days based on the application submission date. The default listing is in alphabetical order by applicant. You may reorder the list by clicking on a column head. You may also click on the applicant’s name to view the application.

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Position</th>
<th>App Date</th>
<th>Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sims, Angela</td>
<td>Head Coach 2015</td>
<td>1/16/2015</td>
<td>2/15/2015</td>
</tr>
</tbody>
</table>
An Individual Application:

### Availability

How many hours can you work weekly? **15**

Please Select Days of availability: [field]

- Monday
- Tuesday
- Wednesday

### Background Information

Are you a member of USA Swimming?

**Yes**

Please select all Certifications you have, and be available to provide a copy of certification if requested.

- Lifeeguard Certification expires: 1/31/17
- First Aid expires: 1/31/17
- CPR expires: 1/31/17
- Lifesaving expires: 1/31/17

References
Questions?
Thank You!

Arley Turner, Project Manager
Emily Stumhofer, Staff Attorney
Nonprofit Risk Management Center
www.nonprofitrisk.org
Arley@nonprofitrisk.org
Emily@nonprofitrisk.org
703-777-3504