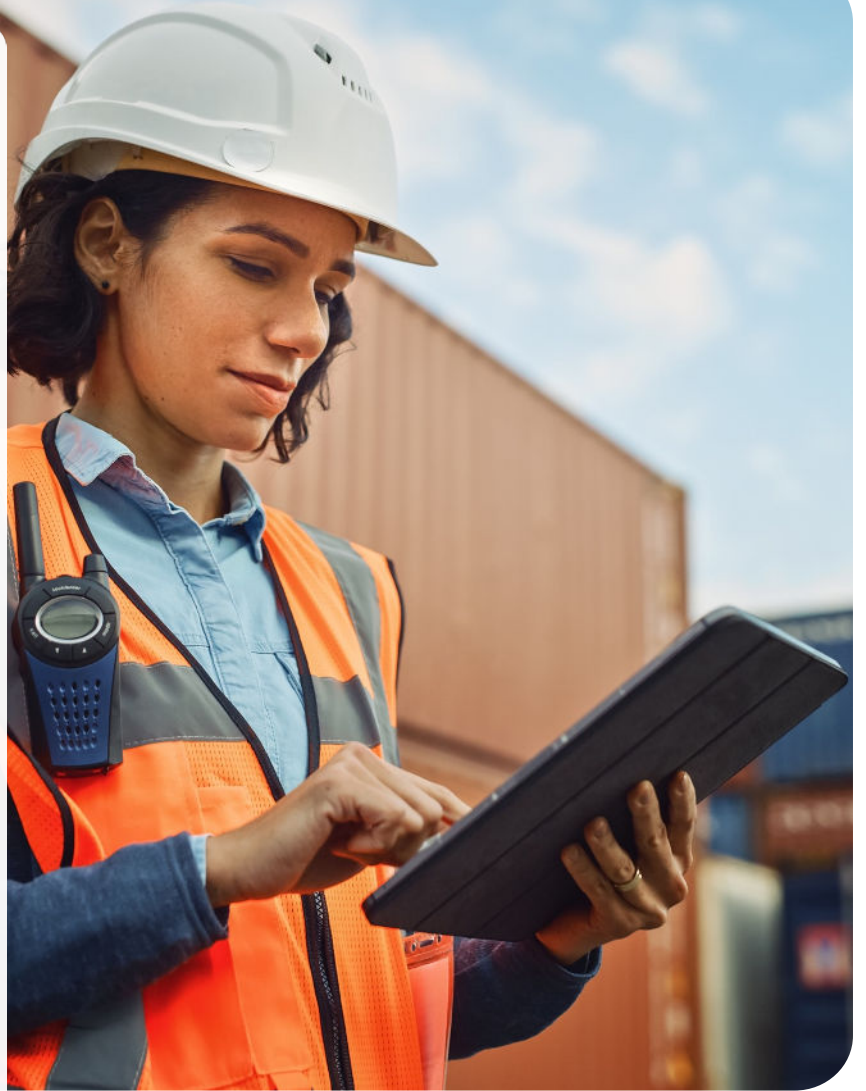# REWORK AMERICA ALLIANCE
A MARKLE INITIATIVE

Hiring Toolkit

Logistician

Customizable, Ready-To-Use Resources

Included in this toolkit:

- **An inclusive, skills-based job posting**

- **Sourcing channels to reach a more diverse set of candidates**

- **Resume screening guide**

- **Skills-based interview guide and evaluation rubric**

- **Interviewee selection tool**

- **Onboarding plan**

Hiring Toolkit

The Rework America Alliance has developed resources to help employers adopt more inclusive, skills-based talent management practices, helping employers to remove bias from the hiring process, better recognize the capabilities of candidates, increase diversity, and support their local communities.

About the Rework America Alliance

The **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others. Alliance partners are working together to get people without a college degree into better-paying jobs that provide opportunities for career growth. In particular, the Alliance is working to support Black and Latino workers who face some of the most challenging barriers to economic mobility.

Inclusive, Skills-Based Practices

What are Inclusive, Skills-Based Practices?

Rather than relying on education, credentials, past experience, and other proxies for ability, a skills-based strategy recognizes that there are many ways to acquire knowledge and ability. Skills-based practices help employers identify and articulate the skills needed in a role and build processes for assessing and validating those skills.

Implementing inclusive skills-based hiring practices can help employers reduce bias and increase diversity, identify and articulate the skills needed in a role, fill skill gaps, support career development, reduce turnover rates, and open the door to more skilled employees from various backgrounds and industries.

Research has shown that hiring based on skills is 5x more predictive of future performance than hiring for education and 2.5x more predictive than hiring for work experience.

What is Included in the Toolkit

This toolkit has customizable, ready-to-use resources to help you take a skills-based approach to sourcing and hiring talent.

- **Skills-Based Job Posting:** Customizable job postings highlighting role-specific skills with inclusive language. Designed to engage candidates and attract a diverse talent pool.

- **Resume Screening Guide**: A candidate selection rubric containing role-specific skills, focusing on the skills new hires need. Helps to remove bias in the screening process.

- **Interview Guide and Evaluation Rubric:** Questions specifically designed to assess skills, with a rubric for evaluating responses. Asking all candidates the same skills-based questions reduces bias and makes it easier to compare candidate responses.

- **Interviewee Selection Tool:** An interview question comparison guide enabling hiring teams to assess interviewee scores across skill areas. The tool focuses conversations on candidate skills and abilities.

- **Onboarding Plan:** A sample skills-based plan to get new hires up to speed.

- **Sourcing Channels:** Starter lists of job boards, career fairs, and other channels to diversify and improve candidate pools.

Learn more with the Rework America Alliance's [Skills-Based Sourcing & Hiring Playbook](#)
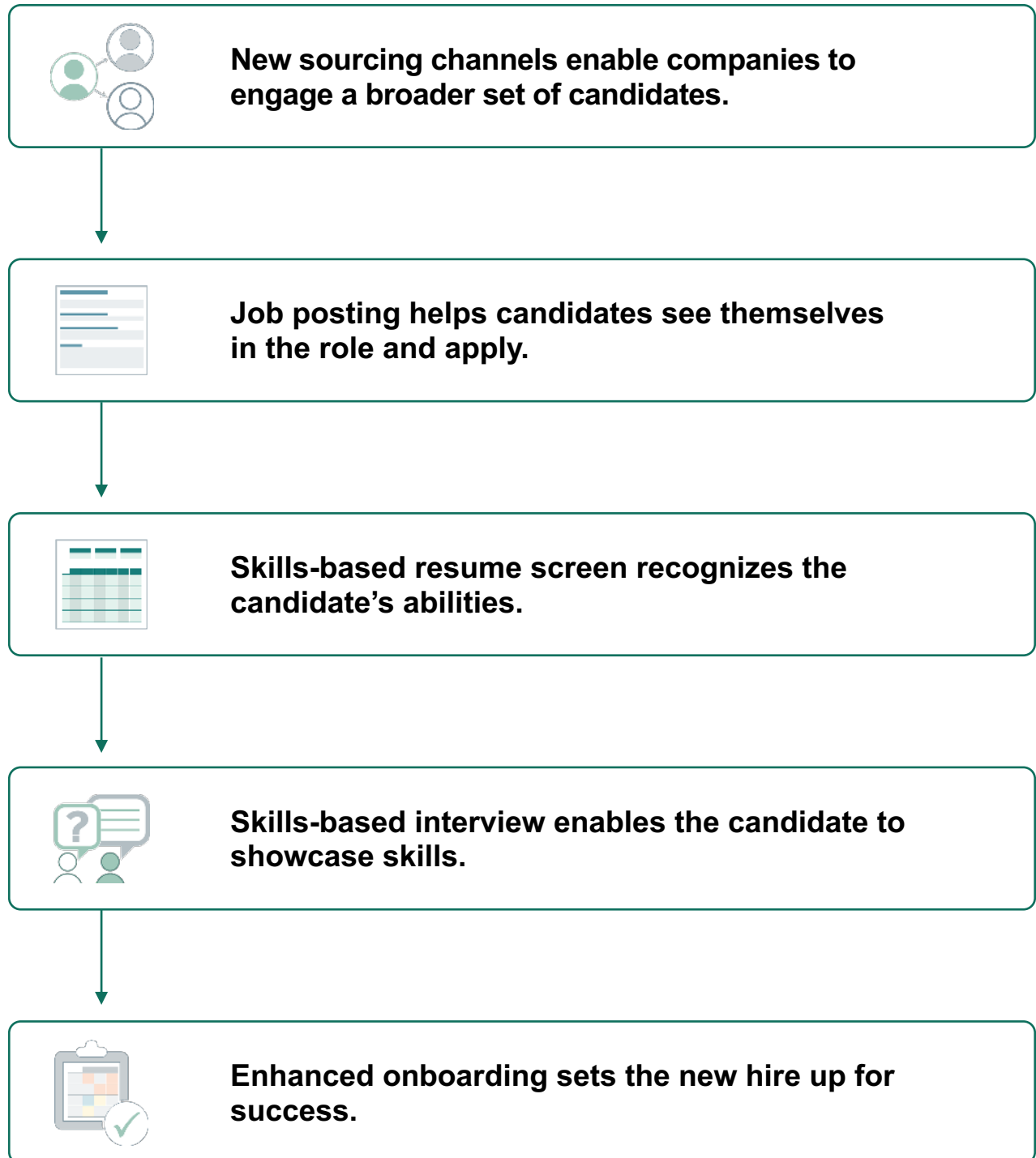
A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

A Skills-Based Approach in Action

Focusing on Skills Helps Job Seekers and Employers

Where a pedigree-based approach tends to result in new hires with the same background and experiences as existing staff, a skills-based approach enables organizations to leverage a wider talent pool and build a more diverse and high-quality workforce.

This approach also enables workers to see how their experiences and skills could help them succeed

New sourcing channels enable companies to engage a broader set of candidates.

Job posting helps candidates see themselves in the role and apply.

Skills-based resume screen recognizes the candidate's abilities.

Skills-based interview enables the candidate to showcase skills.

Enhanced onboarding sets the new hire up for success.

Skill Comparison Guide

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Limiting your requirements to what is truly needed increases your chances of finding a candidate with the skills needed to get the job done.

Occupational vs. Foundational Skills

Occupational Skills
Skills are specific to an industry or job. These skills are the Occupational skills a person needs to perform narrowly defined tasks and duties.

Foundational Skills
Skills are professional knowledge and skills that are transferable from one job to another and across industries.
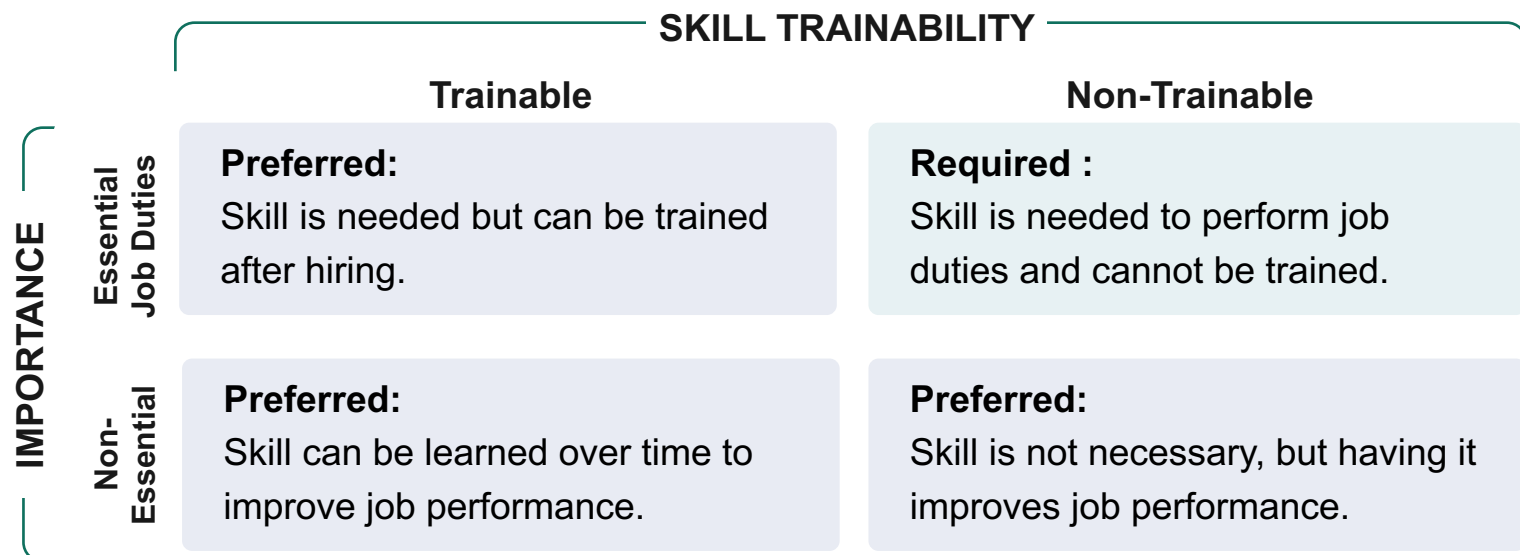
Required vs. Preferred Skills

Required Skills
Skills that are necessary to perform essential job duties at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities.

Preferred Skills
Skills can be trained during onboarding and/or are used to perform non-essential job duties.

	SKILL TRAINABILITY	
	Trainable	**Non-Trainable**
Essential Job Duties	**Preferred:** Skill is needed but can be trained after hiring.	**Required :** Skill is needed to perform job duties and cannot be trained.
Non-Essential	**Preferred:** Skill can be learned over time to improve job performance.	**Preferred:** Skill is not necessary, but having it improves job performance.

IMPORTANCE

Sourcing Channels

Expanding Sourcing Channels Enables You to Reach Untapped Pools of Talent

Traditional sourcing strategies focus on a narrow set of colleges, job boards, and peer companies. The result is a homogenous candidate pool, inflated recruiting budgets, and lower retention as companies compete over a small subset of the workforce. Expanding your sourcing channels enables you to reach untapped pools of talent, leading to better and more diverse hiring.

The information below provides a starter list of job boards, community organizations, and other tools to help reach and engage a more diverse candidate pool.

The following are examples of organizations available for partnership to help you diversify your talent pipeline and tips and suggestions for working with them.

Job-readiness organizations
- UnidosUS
- National Urban League
- Goodwill
- Rural LISC

**Screening and training provided for employability and job-specific skills**

Support existing apprenticeship and pre-apprenticeship programs
- The U.S. Department of Labor – Apprenticeship Site is a good source to help you develop and launch an apprentice program.

Virtual career fairs and job boards designed for specific populations:

- **Applicants with disabilities:**
  Recruit Disability, Hire Autism, Blind Institute of Technology

- **Veteran applicants:**
  Veteran Recruiting,

- **Applicants with criminal records:**
  National Employment Law Project

- **LGBTQ applicants:**
  Out for Undergrad, Pink Jobs, Campus Pride, Out & Equal

- **Black and Hispanic applicants:**
  Jopwell, Diversity.com, PDN Recruits, iHispano, Black Career Network, Black Jobs, Hispanic/Latino Professionals Association (HLPA)

- **Female applicants:**
  Fairygodboss, PowerToFly, Career Contessa *(focus on millennials),* Female Executive Search *(focus on C-level candidates),* The Mom Project

- **Immigrant and refugee applicants:**
  Upwardly Global, Amplio Recruiting

Job Posting Template
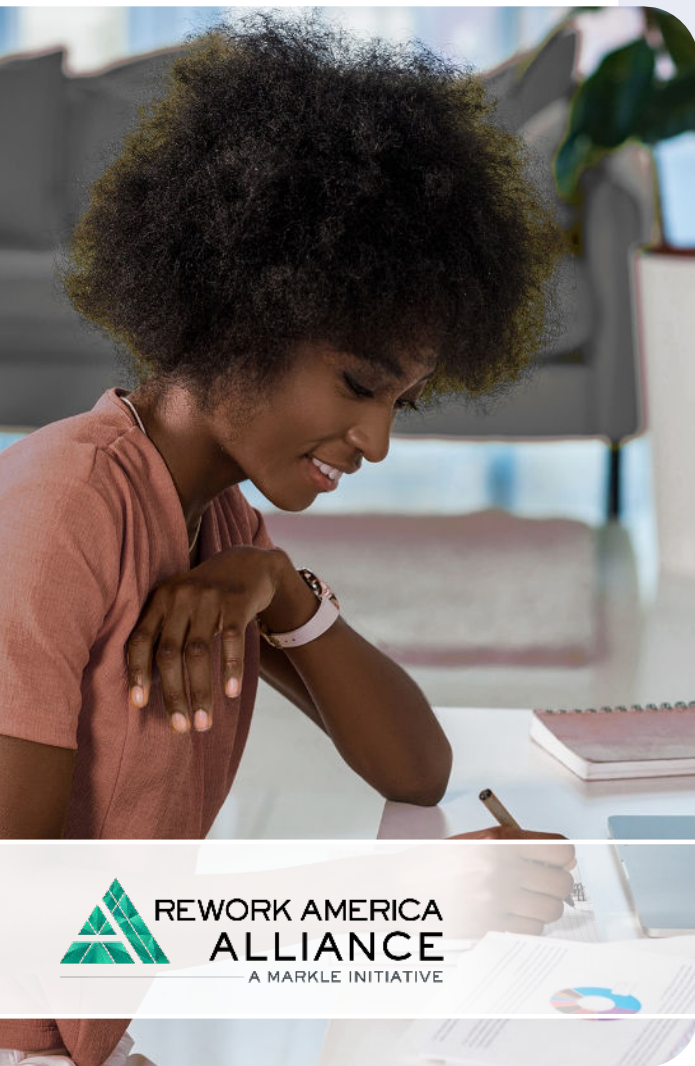
Why Inclusive, Skills-Based Hiring Matters

Struggling to attract a diverse, job-ready candidate pool?

Your job posting could be turning top candidates away.

An inclusive, skills-based job posting removes bias-prone credential requirements that dissuade potential candidates – especially those from more marginalized communities – from applying.

It replaces them with descriptions of the responsibilities of the role and the skills needed to succeed, enabling candidates to visualize how their background and abilities might translate to the job. It also provides additional detail on the role, workplace culture, and compensation.

For additional job posting support visit: generator.skillful.com

The Skillful Job Posting Generator is a free online tool to help identify the skills and competencies required for a job and incorporates those skills into a simple job posting format.

Want to learn more about how to write an inclusive, skills-based job description?

Check out the Job Description section of our Sourcing & Hiring Playbook.

Instructions for use:
- Add company-specific elements to the job posting, including a company overview and job details (e.g., salary, benefits, location).
- Review list of required and preferred skills and their definitions. Adjust as needed.
- Share final draft with a diverse set of employees to gather feedback and spot potential bias.
- Begin sourcing candidates. Add to your company website, distribute to partners, and post with a diverse set of sourcing channels.

Job Posting Template
Logistician

This toolkit model is an example of how to structure a skills-based job posting. Everything included in this toolkit can be tailored to each company's own needs.

Company Overview

<Please insert a paragraph talking about your company and what makes it unique. Include details that capture the core values, culture, and mission of your company so job seekers understand the environment they will be working in.>

Job Summary and Responsibilities

A logistician analyzes and coordinates an organization's supply chain, supporting the production process for a business or organization. They will use analytic skills to evaluate the supply chain and ensure it runs effectively. Their judgment and expertise help them make choices regarding acquisition, resource allocation and product distribution, as well as other stages that a company may integrate into their supply chain.

<Add any additional responsibilities or changes relevant to this role at your company.>

Example Activities

- Develop and maintain positive business relationships with a customer's key personnel involved in, or directly relevant to, logistics activity.
- Develop an understanding of customers' needs and take actions to ensure needs are met.
- Manage subcontractor activities, such as reviewing proposals, developing performance specifications, and serving as liaison between subcontractors and the organization.
- Develop proposals that include documentation for estimates.
- Review logistics performance with customers against targets, benchmarks, and service agreements.
- Direct availability and allocation of materials, supplies, and finished products.
- Explain proposed solutions to customers, management, or other parties through written proposals and oral presentations.
- Manage a product's life cycle from design to disposal.
- Develop business relationships with suppliers and clients.
- Oversee supply chain processes, such as purchases, inventory, warehouse spaces and transportation services used.
- Identify ways to improve logistical operations, to maximize value and minimize costs.
- Collect data on supply chain processes to find opportunities for improvement.
- Collaborate with other departments to improve logistics processes.
- Establish and update supply chain policies and processes.

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Required Skills

Required Occupational Skills
- **Supply Chain Management:** Understanding of supply chain management, including details of production, expected output units, quality, quantity, cost, time available and labor requirements. Ability to provide suggestions in order to improve products and service quality and reduce costs.
- **Inventory Management:** Ability to manage inventory levels, ensuring that adequate supplies are available to meet demand while minimizing excess inventory.
- **Maintain Logistics Databases:** Ability to maintain databases accessible to users in the logistics and storage sub-sector.
- **System Analysis:** Knowledge of how to execute system analyses and calculate to what extent changes could affect outcomes.

Required Foundational Skills
- **Leadership:** Coordinate supply chain activities across multiple departments; know how to lead a team; understand product life cycle management; lead work in resource allocation, client communication, and supplier and relations transportation coordination.
- **Communication:** Communicate effectively with colleagues, clients, suppliers, transportation professionals and others, verbally and in writing.
- **Organization:** Maintain organized processes and workspaces, help manage the many interrelated components of the supply chain.
- **Critical Thinking:** Evaluate information quickly and effectively; ability to develop, adjust, and carry out logistical plans and find ways to reduce costs and improve efficiency.
- **Customer Service:** Demonstrate strong customer service and interpersonal skills to ensure clients' needs are met; leverage skills when interacting with suppliers and shipping personnel.
- **Complex Problem-Solving:** Handle unforeseen issues, such as delivery problems, and adjust plans as needed to resolve the issues.

Preferred Skills

Preferred Occupational Skills
- N/A

Preferred Foundational Skills
- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to be able to make an informed decision.
- **Active Learning:** Take the initiative to improve your understanding of clients' needs and perspectives; be aware and up to date with products or services and how it can solve an issue a customer may have.
- **Social Perceptiveness:** Be aware of others' reactions and understand why they may react as they do.

Job Posting Template
Logistician

Required Certifications *Note: Insert additional certifications but only if truly required.*

N/A

Job Details

Location: _____

Department: _____

Salary / Pay Range: _____

Benefits: _____

Full / Part-Time: _____

Travel Required: _____

Nights or Weekends: _____

Remote / In-Person: _____

Physical Work: _____

Additional Details: _____

Inclusivity Statement

<We are committed to creating a diverse and inclusive environment and are proud to be an equal-opportunity employer. All applicants will receive consideration for employment without regard to race, creed, color, national origin, religion, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, age, marital status, physical or mental disability, predisposing genetic characteristics, sexual orientation, domestic violence victim status, military status, or veteran's status.>

Resume Screening Guide

Why Inclusive, Skills-Based Screening Matters

Don't overlook the best candidates.

Traditional screening approaches are time-consuming and bias-prone.

Many of your top candidates, especially those from diverse backgrounds and those without a 4-year college degree, never make it to the interview stage.

Inclusive, skills-based screening focuses on whether candidates have the skills necessary to do the job regardless of where those skills were acquired.

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Want to learn more about taking a skills-based approach to screening candidates?

Check out the Screening section of our Sourcing & Hiring Playbook.

Instructions for use:

- Ensure all required skills listed in your job posting are included in the left column of the guide.
- Share the resume screening guide with the team involved in resume reviews. To help protect against bias, where possible have multiple team members from different backgrounds and departments review resumes.
- Use the screening guide to inform which applicants advance to the next round of the hiring process. If using multiple reviewers, discuss any discrepancies between their evaluations.

Candidate Resume Screening Guide

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Instructions for use:
- Use a chart like the one below to track whether a resume contains evidence of required skills.
- Scan through each resume to determine whether the candidate demonstrates the skill, is missing the skill, or if it is unclear.
- Appropriately mark resumes against each skill, and use the chart to compare resumes and help select candidates to interview.
- Some skills are easier to identify in a resume than others. Focus on required skills that you can reasonably expect to identify in a resume.

Identify whether this skill is:

Demonstrated	Missing	Might Have
Y (or) ✓	**X**	**?**

Required Skills To Evaluate:	1	2	3	4	5	6	7	8	9	10
	Candidate / Resume #									
Supply Chain Management										
Inventory Management										
Maintain Logistics Databases										
System Analysis										
Leadership										
Communication										
Organization										
Critical Thinking										
Customer Service										
Complex Problem-Solving										

Preferred skills should not be evaluated at the resume screening stage.

Interview Guide & Evaluation Rubric

The interview process is one of the points in the recruiting process in which the greatest number of qualified, diverse candidates and candidates without a 4-year college degree are unintentionally screened out as interviewers select candidates most like themselves or those already in the organization.

This process prevents employers from hiring the best talent and adding diversity to the organization.

An inclusive, skills-based interview works to combat "like-me" bias by providing a structured, consistent approach that focuses on the skills new hires need to possess for the role and ensures all candidates are asked the same questions.

Scoring candidates on a consistent 1-5 scale for each skill further ensures interviews are focused on evaluating critical skills.

Want to learn more about taking a skills-based approach to interviewing candidates?

Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Review the list of required and preferred skills in your job posting. Ensure there is at least one interview question to evaluate each skill.
- Review the list of questions and evaluation rubric in the template. Adjust as necessary.
- Share the interview guide with a diverse set of employees for feedback to help spot bias.
- Ensure all candidates are asked the same questions to reduce bias and make it easier for interviewers to compare candidates. Complete the evaluation rubric during, or immediately following, the interview.

Interview Guide Template

Logistician

Instructions for use:
- Each question in this guide is designed to evaluate a specific required skill for the job.
- Take notes as needed for each question and record interview responses.
- Make sure to ask all candidates the same questions to make it easier to compare their abilities.
- Assign a numerical score for each question using the rubric as a guide.

Candidate Name: _____   **Candidate #:** _____

Interviewer Name: _____   **Total Score:** _____

Required Skill: **Supply Chain Management**

QUESTION: Describe your experience and approach to supply chain management.

Provide an example of a situation where you effectively managed the end-to-end supply chain process to ensure smooth operations, minimize costs, and maximize customer satisfaction.

Rating	Description of Rating
1	**Lowest** Inadequate or no description provided, lacking key components of supply chain management experience.
2	Limited description provided, some elements of supply chain management experience, approach, and example mentioned but incomplete or lacking detail.
3	Basic description provided, includes some key components of supply chain management approach but lacks depth or specific examples, and does not fully demonstrate the effectiveness of the strategies.
4	Good description provided covering key components of supply chain management with clear examples that demonstrate a solid understanding, and successful implementation, strategies to achieve smooth operations, cost minimization, and customer satisfaction.
5	**Highest** Excellent description provided, comprehensive explanation of supply chain management experience, demonstrating a deep understanding of effective supply chain management strategies showcasing exemplary implementation and outcomes.

Interview Guide Template

Logistician

Candidate Name: _____ **Candidate #:** _____

Required Skill: **Inventory Management**

QUESTION: Describe a situation where you successfully implemented effective inventory management strategies to optimize inventory levels, reduce carrying costs, and ensure timely availability of products.

Explain the specific techniques or tools you utilized to monitor and track inventory, mitigate stockouts or overstocks, and make data-driven decisions for inventory replenishment.

Rating	Description of Rating
1	**Lowest** Inadequate or no description provided, lacking key components of implementing effective inventory management strategies.
2	Limited description provided, some elements of implementing effective inventory management strategies, but incomplete or lacking detail.
3	Basic description provided, includes components of implementing effective inventory management strategies, optimizing inventory levels, and reducing carrying costs, but lacks depth or specific examples; did not fully demonstrate the effectiveness of the strategies implemented.
4	Good description provided covering most key components of implementing effective inventory management strategies with clear examples and approaches; demonstrates a solid understanding and successful implementation of strategies.
5	**Highest** Excellent description provided, comprehensive explanation of a specific situation where effective inventory management strategies were successfully implemented, includes all essential components and demonstrates a deep understanding of the importance of inventory management; showcases exemplary implementation and outcomes.

Interview Guide Template

Logistician

Candidate Name: _____   **Candidate #:** _____

Required Skill:	**Maintain Logistics Databases**

QUESTION: Describe a situation where you were responsible for managing and updating logistics databases to ensure accurate and up-to-date information.

Explain the specific steps you took to maintain data integrity, handle data entry or extraction, and resolve any data discrepancies or errors.

Rating	Description of Rating
1	**Lowest** Inadequate or no description provided, lacking key components of managing and updating logistics databases.
2	Limited description provided with some elements of managing and updating logistics databases but incomplete or lacking detail.
3	Basic description provided including some key steps taken to manage and update logistics databases and maintain data integrity, handle data entry or extraction, and resolve data discrepancies or errors, but lacks depth or specific examples, and may not fully demonstrate the effectiveness of the strategies.
4	Good description provided, covers most key steps taken to manage and update logistics databases with clear examples and approaches, and demonstrates a solid understanding and successful implementation of strategies.
5	**Highest** Excellent description provided, comprehensive and detailed explanation of a specific situation where logistics databases were managed and updated to ensure accurate and up-to-date information, includes all essential steps and demonstrates a deep understanding of the importance of accurate data in logistics operations.

Interview Guide Template

Logistician

Candidate Name: _____   Candidate #: _____

Required Skill: **System Analysis**

QUESTION: Can you please describe a specific situation where you performed system analysis in a logistics setting to identify opportunities for improvement and enhance operational efficiency?

Walk us through the steps you took, including data gathering, analysis techniques used, and the resulting changes or recommendations you implemented to optimize the logistics system.

Rating	Description of Rating
1	**Lowest** Inadequate or no description provided, lacking key components of system analysis.
2	Limited description provided with some elements of system analysis, data gathering, and analysis techniques but incomplete or lacking detail.
3	Basic description provided including some key elements of system analysis, data gathering, and analysis techniques; described resulting changes or recommendations but lacks depth or specific examples; does not fully demonstrate the effectiveness of the strategies.
4	Good description provided covering key elements of system analysis including clear examples demonstrating a solid understanding and successful implementation of strategies.
5	**Highest** Excellent description providing a comprehensive and detailed explanation of a specific situation where system analysis was performed in a logistics setting, includes all essential elements; demonstrates a deep understanding of the impact on operational efficiency and the ability to optimize the logistics system.

Interview Guide Template
Logistician

Candidate Name: _____ **Candidate #:** _____

Required Skill: **Leadership**

QUESTION: Describe how you build trust with a new team, get them to follow your vision for how work should be done, and ensure the work runs smoothly and efficiently?	
Rating	**Description of Rating**
1	**Lowest** Inadequate or no description provided, lacking key components of trust-building, communication of the vision, and work efficiency; does not demonstrate an understanding of effective strategies.
2	Limited description provided, some elements of trust-building, communication of the vision, and work efficiency, but incomplete or lacking detail with no clear evidence of successful implementation.
3	Basic description provided, includes some key elements of trust-building, communication of the vision, and work efficiency, but lacks depth or specific examples; does not fully demonstrate the effectiveness of the strategies.
4	Good description provided, covers most key elements of trust-building, communication of the vision, and work efficiency, with clear examples and approaches that demonstrate a solid understanding and successful implementation of strategies.
5	**Highest** Excellent description provided, comprehensive and detailed plan for trust-building, communication of the vision, and work efficiency, supported by concrete examples, evidence of success, and an understanding of the long-term impact on team performance and cohesion.

Required Skill: **Communication**

QUESTION: Describe a situation where you felt you did not communicate well with a supervisor or team member. How did you correct the problem?	
Rating	**Description of Rating**
1	**Lowest** The example given was irrelevant to the question.
2	Described relevant situation but gave no further information.
3	Described event, reflected on what happened, but did not describe any action taken.
4	Described a time of poor communication and was able to reflect on what went wrong, discussed strategy for clear communication and some action steps.
5	**Highest** In addition to all level four rating indicators, was able to describe specific improvement and its sustained effects..

Interview Guide Template

Logistician

Candidate Name: _____   **Candidate #:** _____

Required Skill: **Organization**

QUESTION: Describe a responsibility that required a high amount of energy over an extended period. How did you balance this task amongst others?	
Rating	**Description of Rating**
1	**Lowest** Lack of knowledge and experience in managing and balancing tasks.
2	Described ways of being organized and balancing tasks but did not give an example.
3	Described a project that required a lot of energy but did not highlight how they successfully managed the task or balanced other tasks.
4	Provided an example that described how they managed a big task but did not describe successfully balancing other tasks.
5	**Highest** Provided an example of a well-managed task and how it was balanced with other tasks by prioritizing based on needs and deadlines to manage competing priorities.

Required Skill: **Critical Thinking**

QUESTION: Describe a time when something occurred on a project that required you to take an action that was completely different from the plan and/or assignment. Why? What happened?	
Rating	**Description of Rating**
1	**Lowest** Acknowledged there was a decision to be made but did not make a decision.
2	Acknowledged there was a decision to be made and gathered information but did not make a decision.
3	Reflected on the issue and evaluated relevant information but did not make a decision.
4	Analyzed and evaluated information, provided potential solutions but did not take action.
5	**Highest** Acknowledged there was a decision to be made, analyzed and evaluated information, provided solutions resulting in an appropriate decision being made.

Interview Guide Template

Logistician

Candidate Name: _____   Candidate #: _____

Required Skill: Customer Service

QUESTION: Describe a time in which you built trust and established a relationship with a customer/client. What was the outcome?	
Rating	**Description of Rating**
1	**Lowest** Did not describe a relevant example.
2	Described a situation when trust was built but the behavior was not clearly articulated.
3	Demonstrated understanding of what it is to build trust and establish a relationship.
4	Described a situation in which trust was built and a relationship established but did not describe a positive outcome.
5	**Highest** Described a specific situation and detailed behavior that led to building trust and establishing a relationship with a customer leading to a positive result for the customer and the organization.

Required Skill: Complex Problem-Solving

QUESTION: Describe a time when you faced conflict and discuss how you addressed it to solve the issue.	
Rating	**Description of Rating**
1	**Lowest** Did not provide a relevant example.
2	Gave an example of conflict, but no reflection on it or how it was addressed.
3	Discussed an example of conflict and evaluated what went wrong but did not describe how it was addressed.
4	Provided an example of conflict and what went wrong, as well as how it could be solved, but did not discuss how they were able to implement and solve the issue.
5	**Highest** Demonstrated how they thoughtfully addressed a situation when the faced conflict and how they implemented a course of action to resolve the issue.

Interview Guide Template

Logistician

Candidate Name: _____   Candidate #: _____

Preferred Skill: Judgment and Decision Making

QUESTION: Give an example of a situation when you did something at work to solve an unforeseen issue. What was the initial problem and the outcome?	
Rating	**Description of Rating**
1	**Lowest** Demonstrates no methods of judgment and decision making based on a given situation.
2	Describes a situation and an issue but did not demonstrate any analysis of the problem.
3	Identifies and analyzes an issue but did not discuss any potential solutions.
4	Identifies and analyzes an issue, describes potential solutions, but did not determine the most appropriate action.
5	**Highest** Identifies and analyzes an issue, describes potential solutions, and determines the best action to take to resolve the issue.

Preferred Skill: Active Learning

QUESTION: Explain a time when your learning skills helped you achieve a goal.	
Rating	**Description of Rating**
1	**Lowest** Did not give an example of how active learning was used to achieve a goal.
2	Gave an example of achieving a goal that did not relate to learning capability.
3	Generalized how an individual could use active learning to achieve a goal but did not give a specific example.
4	Demonstrated use of active learning but did not describe results.
5	**Highest** Demonstrated use of active learning to inform a decision that resulted in achieving a goal.

Interview Guide Template

Logistician

Candidate Name: _____ **Candidate #:** _____

Preferred Skill: **Social Perceptiveness**

QUESTION: Tell me about a time when there was something going on within the organization that not many people knew about (good or bad news). How did you become aware of the situation and what did you do?

Rating	Description of Rating
1	**Lowest** Did not describe a specific event.
2	Described a situation but did not articulate any behavioral changes a result of this knowledge.
3	Provided some details around behavioral change as a result of the knowledge but no clear implications positive or negative of the change.
4	Described situation, behavioral change and actions and implications but no outcomes.
5	**Highest** All indictors in level four rating plus detailed account of outcomes including positive and negative results.

Assessment Template
Logistician

Instructions for use:
- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required by a Logistician.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

SUMMARY OF THE PROBLEM:

- This assessment aims to evaluate your skills and competencies in one of the various areas crucial for success in this role.
- Please provide a detailed response to the following scenarios and questions based on your knowledge, experience, and problem-solving abilities.

Describe your experience in managing the end-to-end supply chain process.
- How do you ensure efficient coordination between suppliers, manufacturers, distributors, and customers?
- Provide an example of a successful supply chain optimization project you have led.

AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. **Evaluate SUPPLY CHAIN MANAGEMENT skill**
   Does the candidate demonstrate experience and expertise in managing the end-to-end supply chain process such as, procurement, production, inventory management, and distribution?

2. **Evaluate LEADERSHIP skill**
   Does the candidate demonstrate the ability to ensure efficient coordination between suppliers, manufacturers, distributors, and customers?

3. **Evaluate COMMUNICATION skill**
   Does the candidate demonstrate the ability to build and maintain relationships with various stakeholders in the supply chain, including suppliers, manufacturers, distributors, and customers?

4. **Evaluate PROBLEM-SOLVING AND DECISION-MAKING skill**
   Does the candidate showcase their problem-solving and decision-making skills by describing how they address challenges and make strategic decisions in managing the supply chain process?

Interviewee Selection Tool

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The Decision

After completing interviews and assessing each candidate's skills, how do you determine whom to hire?

Selection conversations are often prone to bias as interviewers describe "gut-feelings" or a level of comfort with candidates who are most similar to themselves.

The comparison tool introduces some structure and objectivity to the process, enabling hiring teams to compare interviewee scores across skill areas.

The tool helps keep selection conversations focused on candidate skills and abilities.

Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:
- Ensure the skills in the selection tool match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill to the first column. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each applicant, enter the score(s) they received from each interviewer for each skill.
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewee Selection Tool

Logistician

Instructions for use:

- Use a chart like the one below as a guide to compare applicants during interview and selection process.
- Ensure the skills match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each candidate, enter the score(s) the candidate received for each skill listed from each interviewer
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewer Name A: _____

Interviewer Name B: _____

Candidate Name #1: _____

Candidate Name #2: _____

Candidate Name #3: _____

| | | Candidate / Resume # | | | | | |
| | | 1 | | 2 | | 3 | |
Skills To Evaluate:	Minimum Score*	A	B	A	B	A	B
Supply Chain Management							
Inventory Management							
Maintain Logistics Databases							
System Analysis							
Customer Service							
Leadership							
Critical Thinking							
Problem-Solving							
Organization							
Communication							
Judgment and Decision Making							
Active Learning							
Social Perceptiveness							
Total Score							

Minimum score required (determine prior to interviews)

Onboarding Plan

Skills-Based Strategies Enable Customization and Training

While traditional onboarding plans are often one-size-fits-all initiatives that focus on compliance and HR, a skills-based strategy enables much more customization and training.

An effective skills-based hiring strategy provides you with a lot of information on the abilities a new hire currently possesses and needs to learn to perform in their new role.

This information enables you to tailor their onboarding plan to get them up to speed in areas identified as potential gaps.

Want to learn more about taking an inclusive, skills-based approach to onboarding candidates?
Check out the Onboarding section of our [Sourcing & Hiring Playbook](#).

Instructions for use:
- Ensure that all required and preferred skills from your job posting are included in the onboarding plan. The goal should be to get all new hires up to a baseline level of skill as quickly as possible to ensure they can effectively contribute.
- Review the onboarding plan with hiring managers. Adjust activities as needed based on training resources available and staff capacity. Make sure to build in training opportunities (informal on-the-job and/or structured training) for each skill.
- Work with managers to customize the onboarding plan to each new hire, referencing their interview and assessment evaluation forms to identify areas of relative weakness.
- Spread out training and onboarding activities to avoid overwhelming new hires with too many activities in the first day or week. Align training with job responsibilities to improve retention.

Example Onboarding Activities

Logistician

Examples of skills-based onboarding activities for this role that align with the required and preferred skills included in the job posting. Activities should address areas of need identified during the hiring process and scheduled during the first 60 days of employment.

Required Occupational Skills

Skill	Activity
Supply Chain Management	Current process and expectations for role.
Inventory Management	Current process and expectations for role.
Maintain Logistics Databases	Walk-through of current forecasting measures and protocols
System Analysis	Check in with supervisor, making sure employee is adhering to instructions and protocols.

Required Foundational Skills

Skill	Activity
Customer Service	Coaching from experienced peers on successful approaches to managing relationships with clients.
Leadership	Role-playing scenarios to evaluate leadership skills and focus on areas of improvement
Critical Thinking	Review outcomes of the team's performance and brainstorm ideas for improvement.
Problem-Solving	Review outcomes of team's performance and brainstorm activities to improve problem-solving skills.
Organization	Supervisor check-in to discuss additions learning needs.
Communication	Arrange opportunity to shadow team and communicate with customers, with peer/mentor as a guide.

Preferred Occupational Skills

Skill	Activity
N/A	N/A

Preferred Foundational Skills

Skill	Activity
Judgment and Decision Making	Access to relevant learning materials on better decision-making.
Active Learning	Check in with supervisor to identify potential areas for growth.
Social Perceptiveness	Discussion with peers of potential problems that may arise on the job.

Example Onboarding Table
Logistician

	Day 1	Week 1	Week 2	30 Days	60 Days
Supply Chain Management					
Inventory Management					
Maintain Logistics Databases					
System Analysis					
Customer Service					
Leadership					
Critical Thinking					
Problem-Solving					
Organization					
Communication					
Judgment and Decision Making					
Active Learning					
Social Perceptiveness					