



# Hiring Toolkit

**Manager  
(Not industry  
specific)**

**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**

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.

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## 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.

## 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](#)

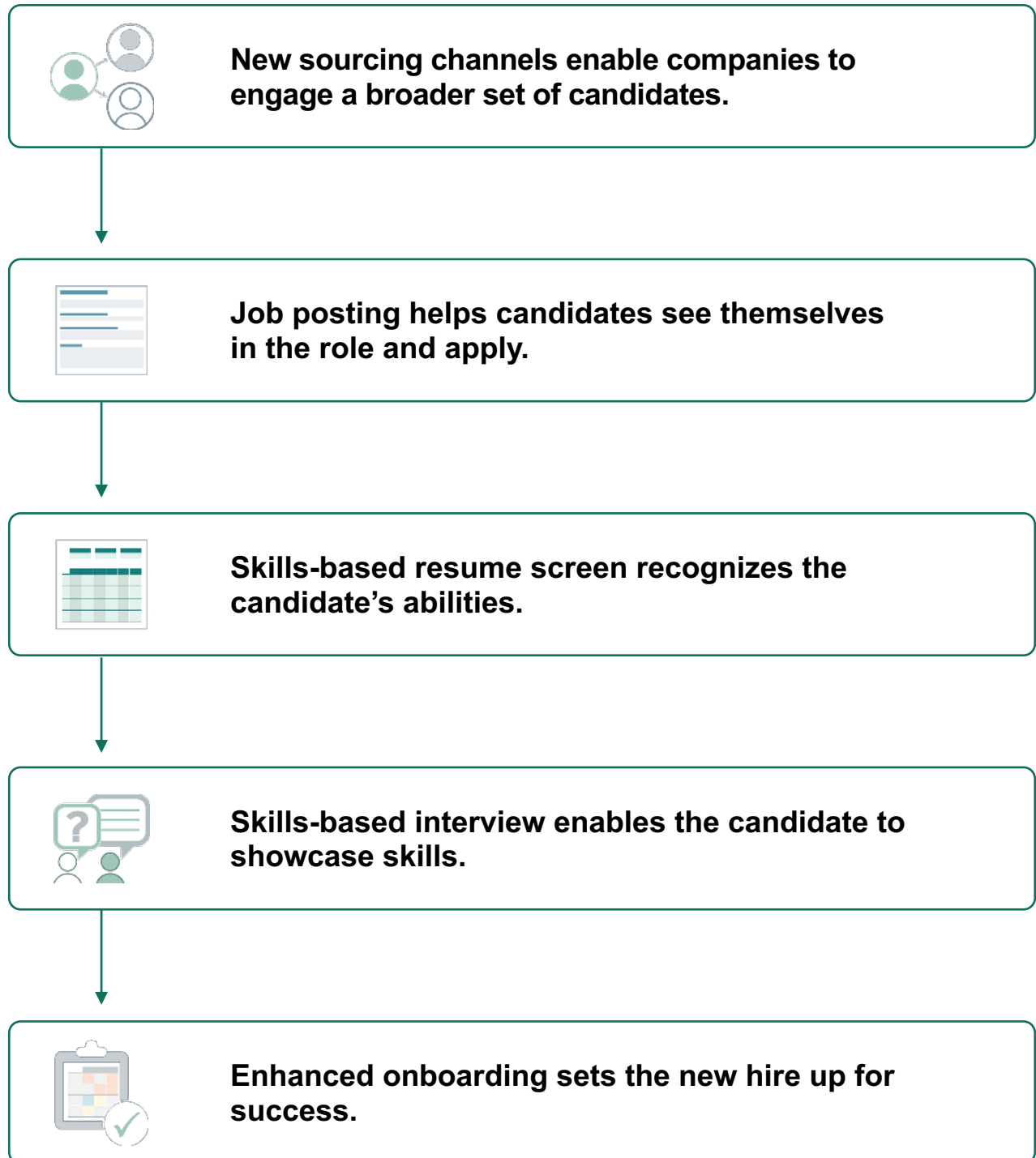
A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

# 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.



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.

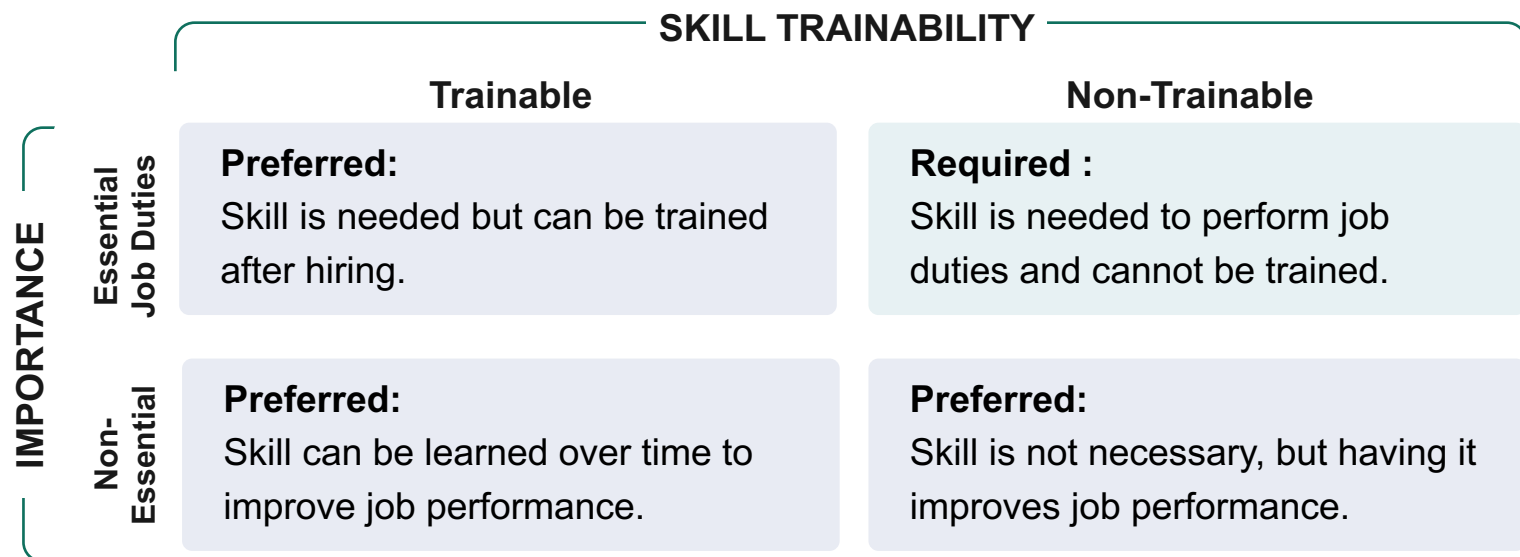
## Required vs. Preferred Skills

### 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.



## 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

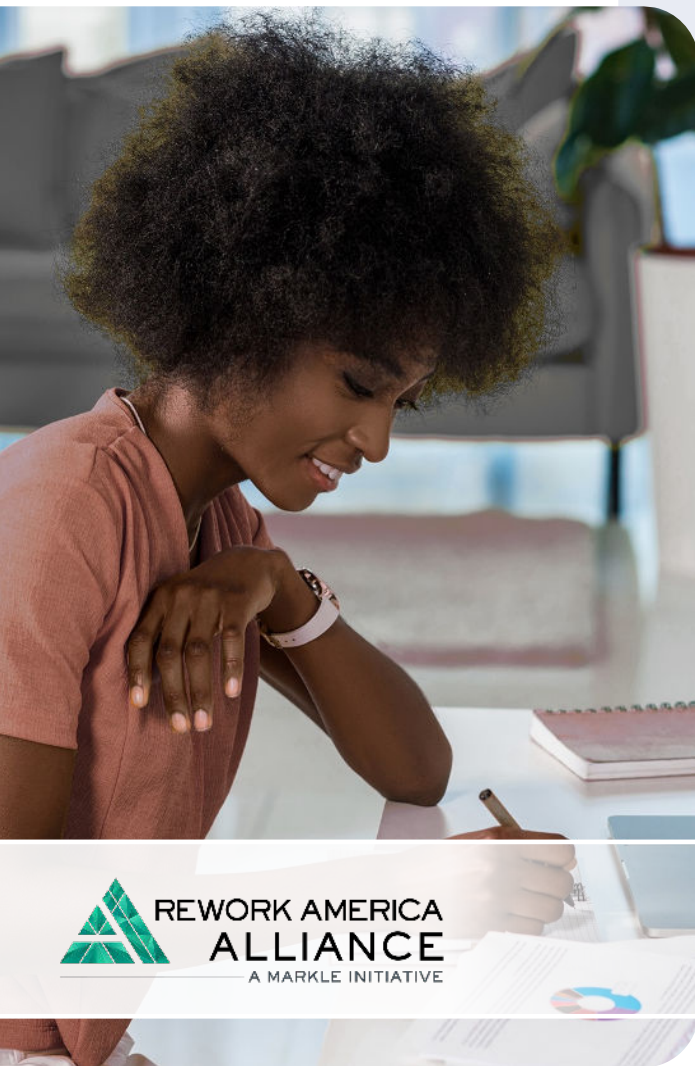
### Support existing apprenticeship and pre-apprenticeship programs

- [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 \(HLPAA\)](#)
- **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](https://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

## Manager

**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

Plan, direct, or coordinate the operations of public or private sector organizations, overseeing multiple departments or locations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. Usually manage through subordinate supervisors. Excludes first-line supervisors.

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

### Example Activities

- Building good working relationships with people at all levels.
- Prioritizing tasks effectively for yourself and your team.
- Considering many factors in decision-making.
- Knowing the key principles of good communication.
- Understanding the needs of different stakeholders and communicating with them appropriately.
- Bringing people together to solve problems.
- Developing new ideas to solve customers' problems.
- Cultivating relationships with customers.
- Building trust within your team.
- Using emotional intelligence.



# Job Posting Template

## Manager

### Required Skills

#### Required Occupational Skills

- N/A

#### Required Foundational Skills

- **Leadership:** Identify areas for improvement and make suggestions to achieve this. Lead a group of people to help them achieve goals and maintain an effective working relationship among staff.
- **Communication:** Communicate clearly with your staff, suppliers, and externals; to support the alignment of the goals in mind.
- **Customer service:** Foster good customer service relationships with clients, answer questions, fix problems, and provide excellent service to build a strong relationship.
- **Teamwork:** Work well together in every situation and empathize with each other, focus on and contribute to team goals, not individual ones, be able to work effectively as part of a team.
- **Problem-solving:** Collect and review information to develop, evaluate, and implement solutions that help a customer solve the issue at hand.
- **Adaptability:** Keep up with moving priorities, projects, clients, and technology; dealing with changes at work, process updates, or their work environment.
- **Decision Making:** Choosing the most appropriate course of action, considering the relative costs and benefits of potential actions.
- **Organization:** Responsible for maintaining an organized team through scheduling and overseeing staff, budgeting, and maintaining financial records.
- **Relationship Building:** Experience with managing employees, staff and external relationships, working in a team or individually, to maximize their performance and contribution. Schedule their work and activities, give instructions, motivate and direct the workers to meet their objectives.

### Preferred Skills

#### Preferred Occupational Skills

- N/A.

#### Preferred Foundational Skills

- **Project management:** Understand project management and the activities which comprise this area. Know the variables implied in project management such as time, resources, requirements, deadlines, and responding to unexpected events.
- **Negotiation:** Bringing others together and trying to reconcile differences.
- **Active Listening:** Understanding new information's implications for current and future problem-solving and decision-making.

# Job Posting Template

## Manager

**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.

### 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.

## Manager

### 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:	<b>Demonstrated</b>	<b>Missing</b>	<b>Might Have</b>
	Y (or) ✓	X	?

Required Skills To Evaluate:	Candidate / Resume #									
	1	2	3	4	5	6	7	8	9	10
Leadership										
Communication										
Customer service										
Teamwork										
Problem-solving										
Adaptability										
Decision-making										
Organization										
Relationship Building										

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

# Interview Guide & Evaluation Rubric



 **REWORK AMERICA  
ALLIANCE**  
A MARKLE INITIATIVE

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.

## Manager

### 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: **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	<b>Lowest</b> Inadequate or no description provided, lacking key components of trust-building, vision communication, and work efficiency, and does not demonstrate an understanding of effective strategies.
2	Limited description provided, some elements of trust-building, vision communication, and work efficiency mentioned but incomplete or lacking detail, and lacks clear evidence of successful implementation.
3	Basic description provided, includes some key elements of trust-building, vision communication, and work efficiency, but lacks depth or specific examples, and may not fully demonstrate the effectiveness of the strategies.
4	Good description provided, covers most key elements of trust-building, vision communication, and work efficiency, with clear examples and approaches, and demonstrates a solid understanding and successful implementation of strategies.
5	<b>Highest</b> Excellent description provided, comprehensive and detailed plan for trust-building, vision communication, and work efficiency, supported by concrete examples, evidence of success, and an understanding of the long-term impact on team performance and cohesion.

## Manager

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Required Skill: **Communication**

**QUESTION: Describe a situation where you felt you had not communicated well with a supervisor or staff member. How did you correct the problem?**

Rating	Description of Rating
1	<b>Lowest</b> 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 how to have clear communication but did not correct the issue.
5	<b>Highest</b> In addition to understanding and reflecting on what went wrong, able to identify how to better communicate clearly and concisely and addressed the issue.

Required Skill: **Customer Service**

**QUESTION: Describe a time in which you built trust and established a relationship with a customer/client/team member.**

Rating	Description of Rating
1	<b>Lowest</b> Did not describe a specific event.
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 an approach of building trust and establishing a relationship was made but did not lead to a positive result.
5	<b>Highest</b> Described a specific situation and detailed behavior(s) that led to building trust and establishing a relationship with a customer leading to a positive.

# Interview Guide Template

## Manager

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Required Skill: **Teamwork**

**QUESTION: Describe a time when you had to handle a difficult employee or conflict within your team or with an external party. How did you approach the situation, and what steps did you take to address and resolve the issue?**

Rating	Description of Rating
1	<b>Lowest</b> Did not fully demonstrate experience, lacked a clear approach or taken inadequate steps to address and resolve the issue.
2	Demonstrated basic skills in handling difficult employees or conflicts, their approach and steps taken might have been limited or ineffective.
3	Demonstrated an average level of skill in handling difficult employees or conflicts; approached the situation with some degree of effectiveness, taking some appropriate steps to address and resolve the issue.
4	Demonstrated above-average skills, approached the situation proactively and took well-thought-out steps to address the issue showing a strong understanding of conflict management, effective communication, and problem-solving, leading to a successful resolution and positive outcomes.
5	<b>Highest</b> Displayed exceptional skill in handling a situation, taking comprehensive and effective steps to address and resolve the issue, exceptional proficiency in conflict resolution, strong leadership qualities, and the ability to build positive relationships, resulting in a highly successful resolution and fostering a positive work environment.

Required Skill: **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	<b>Lowest</b> Did not provide a relevant example.
2	Gave an example of conflict, but no reflection on it or how it was addressed.
3	Discussed example of conflict and evaluation of what went wrong but did not mention how it was addressed.
4	Reviewed and evaluated the process of what went wrong and how they can do better but did not discuss how they were able to implement and solve the issue.
5	<b>Highest</b> Demonstrated how they reviewed conflict and implemented a course of action to resolve the issue.



## Manager

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Required Skill: **Adaptability**

**QUESTION: Tell me about a time when you had to adapt to a major change or unexpected challenge at work. How did you approach the situation, and what steps did you take to ensure a successful outcome?**

Rating	Description of Rating
1	Demonstrated a lack of flexibility, resistance to change, or an inability to effectively navigate and address the situation.
2	Displayed some basic skills in adapting to major changes or unexpected challenges. limited adaptability, hesitancy or difficulty in adjusting to new circumstances.
3	Displayed an average level of skill in adapting to major changes or unexpected challenge, with a moderate ability to adjust their approach and plans and took some effective steps to address the situation and ensure a reasonably successful outcome.
4	Displayed above-average skills in adapting to major changes or unexpected challenges, had a proactive and effective approach to the situation and took comprehensive steps to navigate the change, adjust their plans, and ensure a successful outcome.
5	Highest Exhibited exceptional skill in adapting to major changes or unexpected challenges, exceptional adaptability, agility, and capacity to thrive in dynamic environments, embracing change, and driving innovative solutions to ensure an overwhelmingly successful outcome. Their ability to inspire and guide their team through the change would have been evident.

Required Skill: **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	<b>Lowest</b> Demonstrates no methods of judgment and decision making based on a given situation.
2	Identifies an issue but did not demonstrate any analysis of the problem.
3	Identifies and analyzes an issue but could not show potential solutions.
4	Identifies an issue and demonstrated analysis of options that could resolve the problem but could not determine the most appropriate action.
5	<b>Highest</b> Identifies an issue, demonstrates analysis of the problem, proposed solutions, and determined the best action to take to resolve the issue.

# Interview Guide Template

## Construction Manager

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	<b>Lowest</b> Lack of knowledge and experience in being organized.
2	Described ways of being organized but did not give an example.
3	Described a project that required a lot of energy did not highlight much on how they were organized throughout the duration.
4	Provided an example with an insight of how they were organized for that task but did not manage other projects well that were ongoing at the same time.
5	<b>Highest</b> Provided an example and gave additional examples of tasks prioritized based on timely deadlines along with the task's needs and competing priorities.

Required Skill: **Relationship building**

**QUESTION: How do you ensure that your team is meeting performance goals and objectives?**

Rating	Description of Rating
1	<b>Lowest</b> Demonstrated a lack of clear strategies or methods to monitor and track performance.
2	Demonstrated some basic skills in ensuring their team meets performance goals and objectives, but their approach may have limitations. Their response may show a partial understanding of performance management techniques.=
3	Demonstrated an average level of skill in ensuring their team meets performance goals and objectives, has a moderate understanding of performance management practices and strategies, there might be opportunities to refine their approach and enhance performance further.
4	Exhibited above-average skills, a strong grasp of performance management techniques, such as aligning individual and team goals with organizational objectives, regularly monitoring progress, and providing constructive feedback and coaching.
5	<b>Highest</b> Displayed exceptional skill in ensuring team met goals, leveraged a range of techniques, such as data-driven analysis, performance improvement plans, individualized coaching, and ongoing development to consistently exceed performance goals.

## Manager

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **Project Management**

**QUESTION: How do you coordinate with multiple colleagues, team members, and various tasks?**

Rating	Description of Rating
1	<b>Lowest</b> Did not demonstrate the ability to coordinate with others.
2	Described a well-thought-out plan but did not involve others in drafting or executing the plan.
3	Demonstrated the ability to coordinate with others but did not result in a positive outcome.
4	Demonstrated effectively working with others but did not describe a well-thought-out plan.
5	<b>Highest</b> Demonstrated a specific example of effectively coordinating with multiple stakeholders that resulted in a positive outcome, and the process undertaken to achieve this.

Preferred Skill: **Negotiation**

**QUESTION: Tell us about a time when you had to compromise to a customer's needs. What approach did you take that ensured your success in resolving the issue?**

Rating	Description of Rating
1	<b>Lowest</b> The example given was irrelevant to the question.
2	Demonstrated partial understanding of customer-centricity and finding middle ground; nothing came out of the conversation.
3	Demonstrated moderate ability to empathize with the customer, understand their needs, and find compromises that meet both parties' requirements. the conversation seemed not to be engaging, nor did it resolve the issue.
4	Demonstrated a strong customer-centric approach, actively seeking to understand the customer's perspective, and finding creative solutions but was unable to convince them to take action on compromised approach.
5	<b>Highest</b> In addition to understanding and sharing what the customer was going through, was able to meet the customer's needs, anticipate their requirements, and find innovative compromises convincing them to act in resolving the issue. displayed exceptional skill in compromising to a customer's needs.

# Interview Guide Template

## Manager

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **Active listening**

**QUESTION: Explain a time when your listening skills helped you achieve a goal.**

Rating	Description of Rating
1	<b>Lowest</b> Did not give an example of how listening was used to achieve a goal.
2	Gave an example of achieving a goal that did not relate to skill.
3	Generalized how an individual could use active listening to achieve a goal but did not give a specific example.
4	Demonstrated use of active listening but did not show follow-up and results.
5	<b>Highest</b> Demonstrated use of active listening to inform a decision that resulted in a positive outcome.

## Manager

### Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for all Managers.
- 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:

- Describe a situation where you had to lead a diverse team with members from different backgrounds, skill sets, or perspectives.
- How did you foster collaboration, resolve conflicts, and ensure the team's success?

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

#### 1. Evaluate **TEAMWORK/COLLABORATION** skill

How did they encourage open communication, knowledge-sharing, and cooperation among team members with diverse backgrounds and perspectives?

#### 2. Evaluate **PROBLEM-SOLVING** skill

How did they address conflicts that arose within the team, demonstrate their ability to navigate differing opinions and find mutually beneficial solutions?

#### 3. Evaluate **INCLUSIVE LEADERSHIP** skill

How did they ensure that each team member's contributions were valued, respected, and integrated into the team's work processes?

#### 4. Evaluate **RELATIONSHIP-BUILDING** skill

How did they support the growth and development of individual team members to foster a cohesive and high-performing team?

# Interviewee Selection Tool



## 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

## Manager

### 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: .....

Skills To Evaluate:	Minimum Score*	Candidate / Resume #					
		1		2		3	
		A	B	A	B	A	B
Leadership							
Communication							
Customer Service							
Teamwork							
Problem-Solving							
Adaptability							
Organization							
Relationship-Building							
Project Management							
Negotiation							
Active Listening							
<b>Total Score</b>							

\*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

## Manager

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
N/A	

Required Foundational Skills	
Skill	Activity
Leadership	Participating in scenarios with experienced peers to evaluate leadership skills and focus areas of improvement.
Communication	Shadowing team and communicating with team/staff personnel, having superior as a guide.
Customer service	Employee is coached by experienced peers on how to communicate and make decisions when communicating with the clients
Teamwork	Meeting with team members to align on goals and how to succeed in the work.
Problem-solving	Discussion with peers of potential problems that may arise within the job.
Adaptability	Guided through the process of how responsibilities/tasks can easily be shifted, being prepared ahead of time and taught how to anticipate changes.
Decision-making	Access to relevant learning materials on better decision-making.
Organization	Supervisor check-in to discuss areas of desired learning.
Relationship-building	Meeting with team members to align on goals and how to succeed in the work.

Preferred Occupational Skills	
Skill	Activity
N/A	

Preferred Foundational Skills	
Skill	Activity
Project management	Supervisor mentoring on workflow management process, on how to be adaptable throughout work.
Negotiation	Training provided on negotiation tactics to meet the needs of the job.
Active listening	Participating in scenarios with experienced peers to evaluate active listening based on situations that may come up with clients.

# Example Onboarding Table

## Manager

	Day 1	Week 1	Week 2	30 Days	60 Days
Leadership					
Communication					
Customer service					
Teamwork					
Problem-solving					
Adaptability					
Decision-making					
Organization					
Relationship-building					
Project management					
Negotiation					
Active listening					