RAFT HIRING + ONBOARDING SOP
Revised October 2021

BEST PRACTICES: HIRING + ONBOARDING
The following best practices help facilitate an equitable hiring process for a diverse pool of candidates. It is not an exhaustive list and will continue to be improved.

Search Committee
1. **Diversity:** In addition to the employee with direct oversight or insight of the position, make sure the search committee is made up of members from a variety of roles and departments. Encourage every search committee member to take an [implicit bias survey] so they are aware of what biases they may bring to the process.
2. **Lead & Second:** Determine who will lead the overall hiring process and who will provide support and what that looks like.
3. **Founder involvement:** IF the Founder would like to be involved, limit involvement to avoid delaying process or the founder having too much influence. One successful practice is to have them view all the recordings, send their top two candidates and why. The team may consider the information as a tie breaker or to see if there is a huge gap between Founder interest and Team decision.
4. **MUST-HAVE Conversations to Have. See some GUIDING questions:**

Please do NOT skip this step. Facilitate a discussion where everyone is clear about the ideal candidate and vision for this role. This conversation will help determine overall hiring goals, job description, evaluation of candidate, etc.
   a. What is our short and long-term goal for this position?
   b. What are we wanting as a team? What is our current team culture?
   c. What blindspots might we bring to this process? What blindspots are in our organization currently? Who is missing from our organization currently?
   d. What are our core competencies for the position? Group them from most to least priority. This will inform the job description.
   e. What minimum requirements must be met for a candidate to have their application screened?
   f. What criteria must be met for candidates to be considered for an interview?
   g. What key questions or tasks must we ask/be demonstrated in the interview process?

Recruitment
1. **Recruitment strategy:** Find ways to expand the reach of your announcement; for example, through social media, special professional organizations, our current [sourcing list], comb through old applications, or special interest groups for different professional populations, and by proactively recruiting candidates.
2. **TIP:** ALL external communication (whether for recruitment or communicating with candidates) must be proofread AND tested. Testing:
   a. Test all HYPERLINKS using a NON-raft email to ensure the public can view them. All hyperlinks should lead to sharepoint
   b. Send test emails (especially job announcements) to NON-emails (your own/others on the team) and ensure they receive and can click all links/attachments

    c. Do not DELETE/ALTER/CREATE anything in mailchimp for recruitment emails. Simply DUPLICATE a pre-existing template/old email and modify it for your own use.

Job Description

See sample job description [here](#)

1. **Avoid Gendered Language:** Avoid words that are stereotypically assigned to a specific gender and are not required for the actual job. For example, Danielle Gaucher, Justin Friesen, and Aaron Kay identified "challenge," "lead," "boast," and "active" as terms that may dissuade women from applying. [Helpful Gender Decoder tool here](#).
2. **Include statement of DEI values:** The job description should clearly state that the institution values diversity.
3. **Include pay:** Make clear the specific salary or salary range.
4. **Emphasize Competencies:** Do not state more education than required. Avoid the "ideal candidate" trap and emphasize what is needed for the position *right now*, not later. If a higher education degree is not required, then say so. Consider and identify competencies, transferable skills, and equivalent experience when developing requirements.
5. **General Language/Tone:** Use conversational language that appeals to a broader audience.
6. **Instructions:** Instructions for applying should be short, clear, and not cumbersome. Make clear what materials are required for a complete application. Avoid unnecessary barriers or tricks to applying. For example: I once saw an application that gave an irrelevant question at the end of the job description, like "What's your favorite color? Include your answer in your submission". They stated the purpose: to see if serious candidates read thoroughly and to the end.

Reviewing Applicant Materials

1. **Résumé review:** There is ongoing debate between DEI experts that blind reviews could actually hinder, and not help, attempts to hire a diverse pool. We don't currently follow this practice. Guidance on reviewing applicants:
   a. Read their entire application and determine if they meet minimum requirements
   b. Research info online that is ONLY helpful in being able to evaluate them fairly (for instance, if you can't tell that this particular person has a DEI lens that we desire, such as racial diversity, see if there is a picture on Linkedin/FB/etc). Please note this practice is to be used sparingly and if your research yields nothing or you can't tell (super light-skinned, for example), just make note of your uncertainty. Do not go digging.

2. **Evaluation or Initial Screening tools (see [here](#)):** Should have common language all search committee members use, the assessment score should be simple to understand and implement. There should be common understanding on what would justify each rating. There should be common understanding on what priorities have increased/decreased in weight. For example, an overqualified applicant could be a hindrance for what the team CURRENTLY needs and would rate a lower score on the rubric.

Sample Screening Tool

Name: Meghan Foley	
RUBRIC SCORE: 8	

Application:
- ❑ CV
- ❑ Is CV applicable to role?
- ❑ Resume
- ❑ Is Resume Applicable to role?

❑ Min Req #1	❑ Min Req #2

Window/Lens/DEI checklist
- ❑ Women/female
- ❑ Age/Generation not reflected in current team (college)
- ❑ BIPOC
- ❑ Immigrant
- ❑ Geographic Location not reflected in current team (ATL, GA)
- ❑ Other: Physical Disability

Other Notes:
- Has a deep understanding. experience and commitment making spaces and online experiences accessible. When I went online to find out her race, I found out why—she has a visible disability in her profile pic. This lens we lack.
- She is not only greatly skilled at the current job, but she also brings to the table experience with evaluating processes, building new processes, etc
- Has been both facilitator and admin support for workshops

Sample Screening Rubric based on Screening Tool

Applicants with 6 or higher are automatically eligible for interviews, the rest are up for discussion.

Fit for Role		DEI /Lenses	
1	Applicant needs to grow into the role. Has little transferable skills/experience and/or no relevant skills/experience for the position.	1	Applicant, as best as we can determine, **does not have any or less than 3** demonstrated lenses/identities desired for the growth of RAFT.
2	Applicant is outgrown for the role. The applicant has demonstrated experience/skills that far exceed the role.	2	Applicant, as best as we can determine, has **at least three** demonstrated lenses/identities desired for the growth of RAFT.
3	Applicant is a fit for the role. Has demonstrated experience/skills for the role.	3	Applicant, as best as we can determine, **has more than three** demonstrated lenses/identities desired for the growth of RAFT.
4	Applicant is a fit for the role. Has demonstrated experience/skills for the role **and demonstrated experience/skills that would lend to the expansion of the role.**	4	Applicant, as best as we can determine and Irregardless of the number of identifiers/lenses (3 or more), **has a key lens/identity that is not only lacking in RAFT but would also move the work/team forward**.

3. **Determining the interviewing pool (based on current & suggested practice)**
   a. Determine how many will interview based on team capacity.
      i. Example, team only has capacity to interview three candidates. So the top three scored are interviewed.
   b. Determine interviewees through a vote
      i. Example, each team person (based on the pool THEY evaluated) puts forth their top candidate and why. The top candidates are interviewed.
   c. Determine based on a crucial team goal/need/demonstrated criteria
      i. Example, if you have candidates that stand out because of key experiences, identities desired by RAFT AND they fit the role, then advance those candidates

Note A: Though we recruit from our sourcing list, our current practice is to not allow prior information and relationships to influence who to interview. So, team members with connections to the applicant pool do not bring forth information to try and advance a candidate. The exception is in the case of harm/serious red flags. Even then, check your bias before bringing it up. Just because you personally don't like xyz trait in the applicant does not disqualify him/her.

4. **Rejection Guidance (useful for final candidate selection, too)**
   a. Send out rejections ONLY to those you will not interview at all

    b. Have a very small pool of back up interviewees (those who were good but not great or were great but just didn't make the cut due to team capacity). Reject and invite them to be on our sourcing list ONLY after our top choices agree to interview.

    c. Send out interview requests to candidates ASAP and give a deadline for response. Failure to meet deadline or a no means that someone from the "good, not great" pool will be offered an interview.
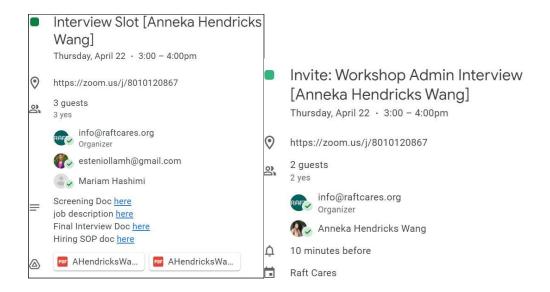
Interviewing Process
Prior to Interview

1. No team member should be scheduled to sit in on a greater share of interviews than other team members for equity and capacity reasons. This policy should help limit the number of candidates interviewed and guide the scheduling of interview slots (at least 2 team members per slot). A helpful process:
   a. determine the # of interview slots FIRST among the team
      i. Time slots should be realistic (ex. If you are aiming for 60 min, communicate to the applicant and team to plan for 90 just in case. This ensures the team has time to go over and have a small break between back-to-back interviews)
   b. Select the slots that
      i. give each member about the same amount of candidates to interview (ex. Each team member will sit in on roughly 3 interviews).
      ii. Does not have a person on the same team reviewing the same candidates (ex. Mariam and Jeremie can't be interview partners all the time).
      iii. Offer candidates twice as many slots than candidates (ex. If there are three candidates, offer them 6 slots that meet the criteria above)
   c. In an email, offer the candidates the final slots. Please note in communication:
      i. They are first-come, first-serve. On doodle, make sure to select the option that allows a candidate to choose ONE option only.
      ii. The length of the interview.
      iii. <u>Interviews WILL be recorded</u> and used for internal purposes only
      iv. Any other expectations for the interview (ex. A demo)

2. **Calendar Invite to the Interviewer.** Prior to interviews, CVs, resumes, questions, rubrics, + any helpful resources should be sent to the interviewers at least one hour prior to interviews. Helpful resources include: reminders about name pronunciations, pronouns, correct terms ("differently abled"); and, short articles to read about relevant dos + dont's, DEI practices or biases.

3. **Calendar Invite to the Interviewee.** Calendar invites to the candidate should be sent within 24 hours of them confirming via doodle from the info@raftcares.org gmail account. See below for calendar invite examples for the interviewer vs the interviewee:

Interviewer Invite Version   *Interviewee Invite Version*

Interview Slot [Anneka Hendricks Wang]

Thursday, April 22 · 3:00 – 4:00pm

https://zoom.us/j/8010120867

3 guests
3 yes

info@raftcares.org
Organizer

esteniollamh@gmail.com

Mariam Hashimi

Screening Doc here
job description here
Final Interview Doc here
Hiring SOP doc here

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Invite: Workshop Admin Interview [Anneka Hendricks Wang]

Thursday, April 22 · 3:00 – 4:00pm

https://zoom.us/j/8010120867

2 guests
2 yes

info@raftcares.org
Organizer

Anneka Hendricks Wang

10 minutes before

Raft Cares

Preparing the Interview Questions & Rubric
See current interview questions + hiring rubric HERE

QUESTIONS
4. Ask Behavioral questions: Example of Behavioral Questions
5. Questions you can/cannot ask: Fair + Unfair Pre-employment Inquiries
6. Ask the same questions to each candidate
7. Craft ONE succinct question. See below:
   a. DON'T do: What are some ways you've learned to be successful with these platforms? How have you overcame any challenges?
   b. DO: What is one challenge and one success you have had with Zoom/MST?
8. Consider sending out an optional hiring process feedback survey to candidates who interview. This will help improve the process moving forward.
9. The hiring team should be aware of what makes a good or poor answer based on the rubric used. Example:
   "What steps have you taken to mitigate your biases in the workplace?"
   Guidelines of a "quality" answer:
   ❑ Clearly demonstrates knowledge of bias in general and different types of bias

- ❑ Able to articulate and explain self-awareness of their own biases
- ❑ Clearly defines their measure of success or failure
- ❑ Acknowledges challenges around recognizing and minimizing biases in the workplace
- ❑ Speaks to knowledge of personal impact of biases as well the impact on others
- ❑ Identifies specific steps taken and additional growth and resources desired

Sample DEI-Focused Interview Questions

1. Can you tell us about a time where you had to overcome societal constructs regarding your identity in order to reach a goal?" "What was the most valuable lesson you received from that experience?" "How did those around you respond to your efforts?"
2. "Please share with us a time when you were a part of an event, meeting or setting where there was diverse representation in thought and culture. How did you contribute? What did you take away and apply?"
3. What privileges have afforded you the opportunity to apply for this role and how does that influence your outlook on the value of diversity, equity, and inclusion efforts in the workplace?

RUBRIC

Note: *The rubric needs to be modified significantly. Below is a suggestion for HOW we can score answers to questions (which includes a greater array of score choices). This will need work for the next RAFT hire.*

Criteria
[The candidate clearly demonstrates 1. XX 2. XX 3. XX 4. XX 5. XX – the number of criteria must correlate with number for scoring. So if it is 3 criteria, then on a scale of 3]

	YES	**5**	**4**		**3**	**2**	**1**	**NO**

Please Check Off All Questions You Got To Ask
- ❑ QUESTION
- ❑ QUESTION

Please use this space to write your notes/observations to questions asked in this section.

During Interview
1. Interviewers must assign roles prior to the interview
2. Record the interview
3. Guidance for Questions & Interviewer Responses:
   a. You CAN/SHOULD
      i. Stick to the same questions
      ii. Ask the questions ONE at a time
      iii. Repeat/Rephrase questions if not understood by interviewee
      iv. Ask a clarifying question if responsnot understood by interviewer
      v. Affirm responses (I relate to xyz, thank you for sharing xyz, that was interesting, RAFT does that, too)
      vi. Smile, nod, show interest. Remember that RAFT is being interviewed, too.
   b. You CAN/SHOULD NOT
      i. Skip questions

      ii. Create your own questions/ask non-clarification follow-up questions

      iii. Speak quickly/ask questions rapidly and/or in quick succession

      iv. Show any body language or say anything that would indicate to a candidate that you disapprove of them/their response.

After Interview

Optional (but should be determined PRIOR to decision-making): All team members watch recorded interviews.

Decision-Making Tips

1. Open the floor for considerations – things we should consider before we choose. Chance to get final agreement as a team on things.
   a. For instance, it was determined that the team does not have capacity and the structure to take on an international candidate. Such things should be caught beforehand, however, things do slip through the cracks. As a result, applicants beyond Canada/US were not considered.
2. Rank candidates and discuss top 3. Evaluate them in light of team considerations, capacity, concerns, goals, etc. For instance, team capacity re: international hires (logistics)
3. Determine who is candidate number 1 by asking everyone for their top one and why. If there is a tie breaker, consider using johari windows to break the tie. Are there particular identities, skills, life experiences that would be useful to RAFT's growth? Current needs? Wants?
4. For the alternate, first ask if there are any of the lower applicants that should be considered. If not, determine alternate (it is not always the one who ranked #2. Info revealed in the Johari window could make candidate #3 the alternate).
5. **If Johari Windows do not lead to a final decision THEN**
   a. Bring in prior knowledge from team members who have prior relationships with candidates (this is the only appropriate time to use it)
   b. Ask for perspective of those who watched the recorded interviews (if all have NOT watched the recorded interviews)
   c. Ask founder for a tie breaker (assuming they watched the recordings)
6. Add qualified applicants who were not selected to a reference list or a sourcing list for another position. In your rejection email, let them know that you'll be in touch for a specific or future position.

Onboarding

See example [HERE](#) to copy + paste and make shareable for ANYONE

1. **Mentorship:** Provide a mentor/point person that will guide the new hire through the process, be available to answer questions, and have scheduled check-ins.
2. **Benchmarks + Goals:** Set clear goals and break them down to obtainable objectives for each week.
3. **Ongoing:** Have a concentrated onboarding experience, but have the expectation that onboarding takes time. Set long-term onboarding goals as well.
4. **Org Understanding:** Provide your new hire with tangible information and experiences that allow them to get to know the people, culture, mission, systems, policies of the org (i.e. handbooks, one-on-ones, shadowing, etc)

5. **Evaluation:** Give the new hire an evaluation to complete that will aid in the revision processes for hiring and onboarding. See example **[here](#)**. **Please <u>REVIEW</u> submitted responses FIRST to better improve/plan for the next onboarding experience. Thank you.**

Hiring Timeline

The following is a standard hiring timeline that captures most steps and practices listed above.

45-90 Days Before Expected Start Date

1. Determine who is the primary lead and second lead of the hiring process (Recruitment to Candidate Selection).
2. Determine who will be the point person of the onboarding process
3. Review current job description to see if it is still applicable and edit it using the best practices section of the SOP.
4. Create/edit Job Description using template (attached below)
5. Share the job description with a team member that currently does the job. If the job is brand new, share with the team for feedback.
6. Share or Post Job Description- select an "accepting applications until" date, 2 weeks before end of interview window/ expected start date.
   i. Note: Previously utilized places to post: Facebook groups (NPHH Job Hunters, Remote Non-Profit, NPOCunicorns - People of Color Nonprofit Professionals, etc.) Also shared with others who may know of interested applicants.
7. Select interviewees for the selected position based on team availability + screening rubric.
   a. Determine who should be on the interview team
   b. Determine time availability of interview team members
   c. Block out time frames on the team calendar for scheduling interviews. Ex. 12-2pm PST every Thursday. For every applicant, offer them first come, first serve dates. See example here. The dates disappear/close as people select their slot.
8. Meet with interview team to review/discuss/edit standard interview questions

30 days before the expected start date.

1. Aim to complete interviews 3 weeks before expected start date. (1 week to review applicants and inform of decision, 2 weeks for "soft onboarding" review of materials.
2. Send cover letters and resumes to interview team members
3. Review submitted cover letters and resumes for applicant best fit.
4. Organize zoom meeting for interview team to decide on who should be asked to interview
5. Begin scheduling interviews. Once scheduled, send a calendar invite with relevant Zoom information.
6. Update interview team on interview times via email or google calendar notifications
7. Conduct Interviews accordingly:
   a. Assign roles for interview (who will do what)
   b. Plan for 45-minutes to an hour for the interview, with 15 minutes to debrief candidate and make notes.
   c. Inform all interviewees of decision timeline.
8. Meet with interview team to review applicants and make a decision.

2 weeks before expected start date

1. Phone first choice applicants and make job offer. Give them 3 days to respond. Send offer letter to first choice applicant, with a deadline to respond within 3 business

days. Once they have accepted the offer, send response emails to the other applicants.
2. If the top desired candidate does not accept, send an offer to the second choice candidate. Do not send response emails to any other candidates until you have an offer accepted in writing.
3. Begin onboarding process. "Soft" onboarding of review of materials, podcasts, trainings etc. can begin before the official start date.

Email- Confirming receipt of application

Hello Kitt,

Just writing to let you know that your application arrived safely in our inbox. Thank you for taking the time to apply. We are reviewing all applications starting **[time frame]** and will make recommendations for interviews starting **[time-frame]**. Hope this helps.

Warmly,
The RAFT team

Email- Did not make it past screening

Sarah,
Thank you for putting forth your application. We will not be moving forward with your application at this time, but invite you to be on the lookout for future opportunities that will be posted over the next few months.

Kindly,
The RAFT team

Email Template- Offering an Interview:

Hello Kitt,
Thank you for putting forth a strong application for the Workshop Administrator role at RAFT. Our team enjoyed reading it and would like to extend a virtual interview to you via Zoom.

Please sign up for one [here](#). Plan for an hour of your time; however, we will aim to make the interview 45 min or less. A calendar invite will be sent shortly after your selection. Confirm your interview by accepting the invitation.

If you are no longer interested, please let us know as soon as possible. If you have any questions, we're happy to answer them as best we can.

Warmly,
The RAFT Team

Email Template- Interviewed, but rejected:

Dear Kitt,

Thank you so much for your interest in the Workshop Admin position at RAFT. We appreciate you taking the time to apply and to interview with us. It was truly a pleasure meeting you.

At this time, we have chosen to proceed with another candidate. We hope to keep your resume and information on file, and may reach out in the future for other positions. We appreciate your time, and wish you the best of luck in your career endeavors. If you have any questions, we would be happy to answer.

Sincerely,

RAFT team

Email- Rejected, but RAFT still interested

Dear Stella,

Thank you so much for your interest in the Workshop Admin position at RAFT. We appreciate you taking the time to apply and to interview with us. It was truly a pleasure meeting you and we were very impressed by you.

At this time, we have chosen to proceed with another candidate. But, if it is okay with you, we'd love to keep your resume and information on file, and may reach out in the future for other positions or possible ways to partner. May we do so? We appreciate your time, and wish you the best of luck in your career endeavors. Please do not hesitate to keep in touch.

Sincerely,

RAFT team

Email- Offer letter (after initial call)
Hi Anneka,

Thank you for your interest in our Workshop Admin position at RAFT. Congratulations! We'd like to offer the position to you and think you'll be a lovely addition to the team.

Please accept or reject this offer by EOD Wednesday, May 5th. Your expected start date and onboarding will be Monday, May 10th and there are two scheduled workshops for Tues (12pm ET) & Thurs (11am ET) of that week.

If you have any other questions that you need addressed to help you make your decision, please let us know before Wednesday. I, Esteniolla, don't check this email too often so

feel free to email me directly at esteniolla@raftcares.org.

Warmly,
RAFT Team

Email- Onboarding

Hello Anneka,
Again, we're so excited to have you! Please find two documents for you to review. You'll reference them throughout your onboarding process.

1. [Onboarding Schedule & Activities](#)
2. RAFT Contractor Handbook (see attached)

Let us schedule a time for me and you to check in on **Monday (May 10th). Are you available to meet at 1pm ET for an hour?** I'll lead it with the expectation that the docs above have been read (not necessarily the links within them! No worries!). My goals are simple: to welcome you, help you prioritize tasks (if you need/would like the help), and to answer as many questions as I can to set you up for success. So come with questions.