



2023 tHRive HR Fundamentals Cohort | Workshop #4 | Hiring Practices

Thursday, August 31st

Prepared by:
Christie Cawley | President | tHRive



tHRive Team



[Christie Cawley | LinkedIn](#)

Christie Cawley is a Senior Partner, Executive Consultant, Certified Coach & Master Trainer at Center for Victory, a global talent management consulting firm and is also the President of CCK Consulting LLC/tHRive-People Practices for Nonprofits (www.thriveHR.work). Additionally, Christie has a BA, Applied Psychology, is an active member of the Society of Human Resource Management (SHRM), International Coach Federation (ICF), a Certified Master Trainer with Predictive Index Worldwide, Inc. and a member of Vistage Trusted Advisors.

With more than 25 years of professional experience, Christie specializes in leadership development, talent management and business performance using science and the Predictive Index suite of tools to help clients overcome their most challenging human capital and hiring dilemmas. Christie has extensive experience as a human resources leader, non-profit executive, executive coach and business consultant, and supports organizations through significant change implementation and coaches for successful execution and sustainability.

Non-Profit Experience: ACTION Housing Inc., AIR, Allegheny Conference, Allegheny Health Choices Inc, Carriage House Inc., Center for Theater Arts, Center for Women, Children's Hospital of Pittsburgh, Construction Junction Inc., CISPAC-Communities In Schools Pittsburgh Allegheny County, DePaul School for Hearing & Speech, Easterseals of Michigan, Family House Inc., Family Means (Wisconsin), Global Links, Hillman Family Foundations, Humane Animal Rescue, Juniata College, Methodist Church Union, NAMI Keystone, National Council of Jewish Women, Pittsburgh (NCJW), P3R, Peoples Oakland, PRC- Pennsylvania Resources Council, Regional Housing Legal Services, The Forbes Funds, Trying Together (formerly PAEYC), University of Pittsburgh (Department of Athletics & Student Life), YMCA Central Virginia, YMCA Greater Dayton Area, and YMCA Greater Pittsburgh.



[Judy Eakin | LinkedIn](#)

Judy Eakin has been working in the nonprofit sector for over 35 years. She was a Director at George Junior Republic and CEO of Pittsburgh Big Brothers/Big Sisters. For the last 24 years she was the CEO of HEARTH increasing its size and number of families served by over 100%. Judy has a Bachelors and Masters degree in Social Work and is a certified Marital and Family Therapist. She has also completed multiple training programs offered by the University of Pittsburgh, Harvard, and Duquesne University with focus on strategic planning, fundraising, program evaluation, and employee development.

In addition to working with boards in her employment, Judy has also served on the Board of Directors and committees for numerous nonprofits. She specializes in Board Development, Program Development, and Strategic Planning. During her time as the "de facto Human Resource specialist", Judy created, modified and implemented policies, job descriptions, and performance evaluations, including those for volunteers and clients. She successfully managed her agency through COVID -19 with help from Christie and the tHRive program. Judy's strengths include identifying and responding to change, relationship development, revenue diversification, and coaching for growth and success.



[Joel Skerlong | LinkedIn](#)

Joel Skerlong currently serves as a Project Administrator for tHRive and CCK Consulting LLC and also operates a remote consulting practice for Talent Management Agencies within New York City. Joel specializes in analyzing the components of business strategy, implementing value additive procedures within people operations practices, and developing/driving performance management initiatives. Joel recently obtained his certification as a PI Practitioner for the Predictive Index Worldwide, Inc.

Workshop #4

Hiring Practices | Agenda

- I. Hiring Steps
- II. Marketing
- III. Managing Bias
- IV. Planning
- V. Interviewing
- VI. Selection/Hire
- VII. Q&A

Full Lifecycle Recruiting

Screening:

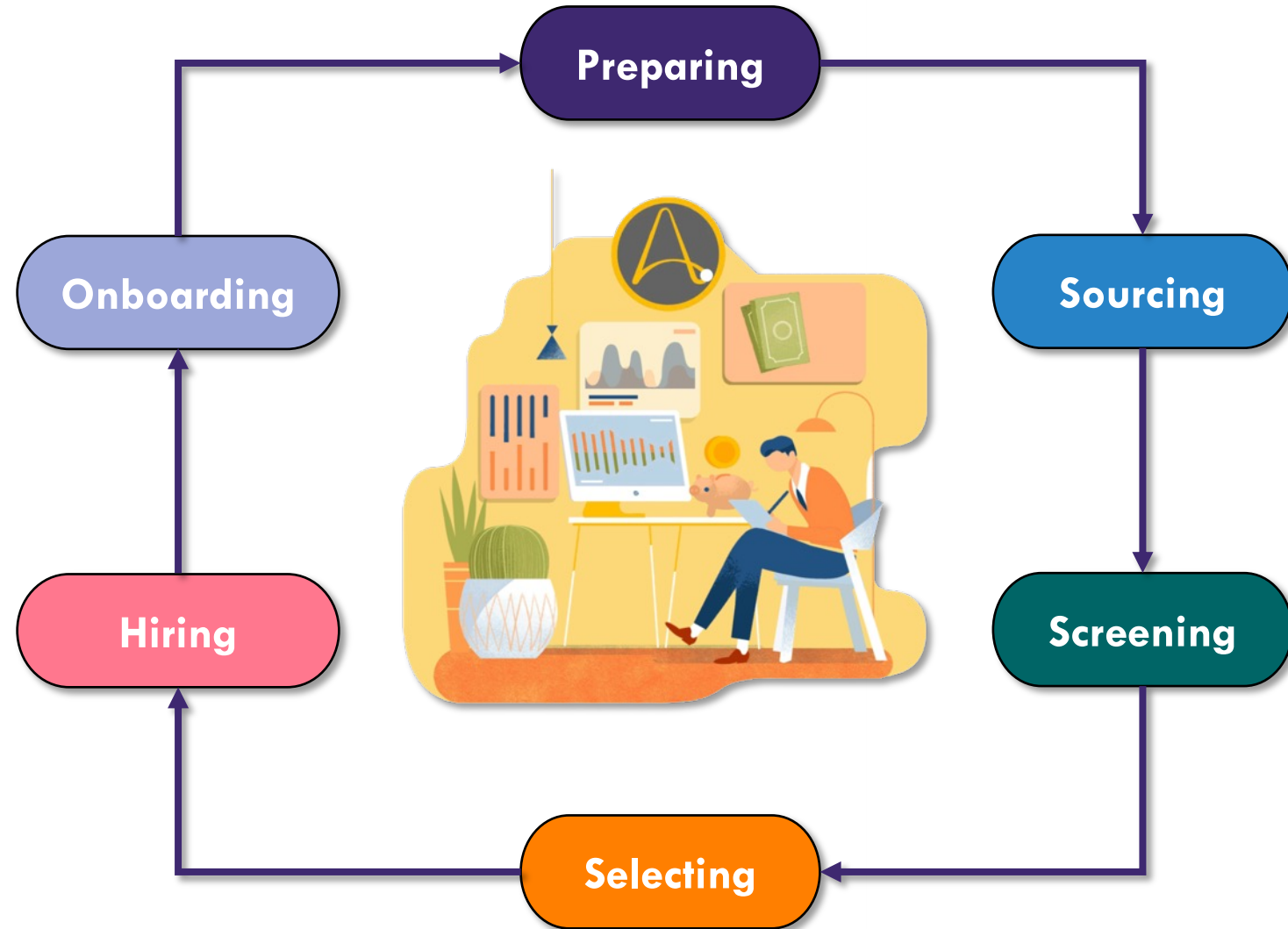
- Evaluate Candidate Flow
- Panel Interviews (Scheduling & Alignment)
- Determine Candidate Communication

Selecting:

- Interview process
- Interview questions
- Interview best practices

Hiring:

- The offer & the negotiation
- Best practices
- Reference/Background Checks



Three Key Practices for Better Hiring



1. Sourcing

- How do we market our opportunities?
- How do we currently promote this job? What can be improved?

2. Screening

- How do we attract and filter candidates?
- Review Candidate Persona
- Research the competition

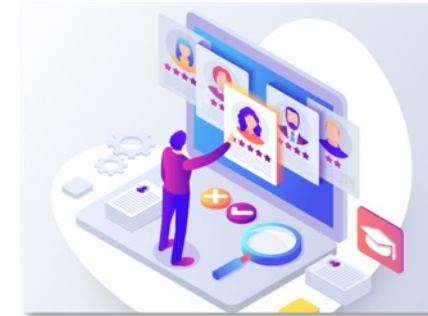
3. Selecting

- How do we interview and hire?
- What would you want to learn from the interview?
- How may you adjust your style given the role and candidate?
- What does a top candidate need to hear/discuss versus what you wish to “say”?

Recruitment Funnel



Marketing/Sales



Recruiting



5 Elements of a Great Workplace

★
A Healthy Environment

★
Shared Values and Trust

★
A Positive Daily Work Experience

★
Active & Accountable Leadership


★
Personal Relationships




Preparing – Marketing the Opportunity



Treat Your Job Ads Like Critical Pieces of Marketing!

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Administrative Coordinator

The Dress for Success Pittsburgh team seeks a full-time/nonexempt **Administrative Coordinator** to support its mission as women work to recover from the effects of the pandemic. Primary responsibilities include general administrative tasks and donor relations support. For details, view the full job description below.


[View Job Description](#)


Interested? Email resume and cover letter to pittsburgh@dressforsuccess.org


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The mission of Dress for Success Pittsburgh is to empower women who are entering and returning to the workforce across Southwestern PA.



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Treat Your Job Ads Like Critical Pieces of Marketing!

PI THE PREDICTIVE INDEX

predictiveindex.com

101 Station Dr, Westwood, MA 02156

Senior Demand Generation Manager

MARKETING

Let's start with what it's like to work at The Predictive Index.

On a daily basis, I'm surrounded by creative, intelligent, fun, productive who make it a joy to come to work."

Heather Davis-Lam
Sales & Marketing Operations Manager

Check out reviews on Glassdoor

4.8 Stars on **glassdoor**

In the past year, we have...

- Grown web traffic by 70%
- Increased MQLs by 150%
- Increased revenue by 30%

In the next year, we aspire to...

- Double website traffic
- Increase MQLs by 50%
- Increase company revenue by 30%

"Exciting, Fast, Open and Honest"

Current Employee - Sales in Westwood, MA

What you'll do

- + Partner with head of marketing to create demand generation strategy
- + Determine plans for growing site traffic and executing on these plans. Tactics will likely include:
 - Paid media (PPC, Display, Content Syndication, Co-marketing, Database purchases/rentals, etc.), Organic/earned media (SEO, Link Building, Social Media, Guest content/blogging, Co-marketing, etc.), Marketing automation/email (promotional emails, newsletters, lead nurture, etc.), and Events as needed
- + Manage two high-potential marketers
- + Oversee automated marketing and lead nurture campaigns targeting new businesses
- + Analyze and refine lead scoring frameworks
- + Continuously test and measure: landing page conversion rates, cost per lead, and channel mix

Key attributes

Here at PI, we are big into establishing the behavioral drives someone needs to be successful in a given role. Here are the behavioral drives you need to have to thrive in this role:

You crave the ability to have an impact on an organization. You want your efforts to be impactful and make a difference to the business.

You work well with others, but you also aren't the type who wants to spend your days talking and socializing. You like to put your head down and get shit done.

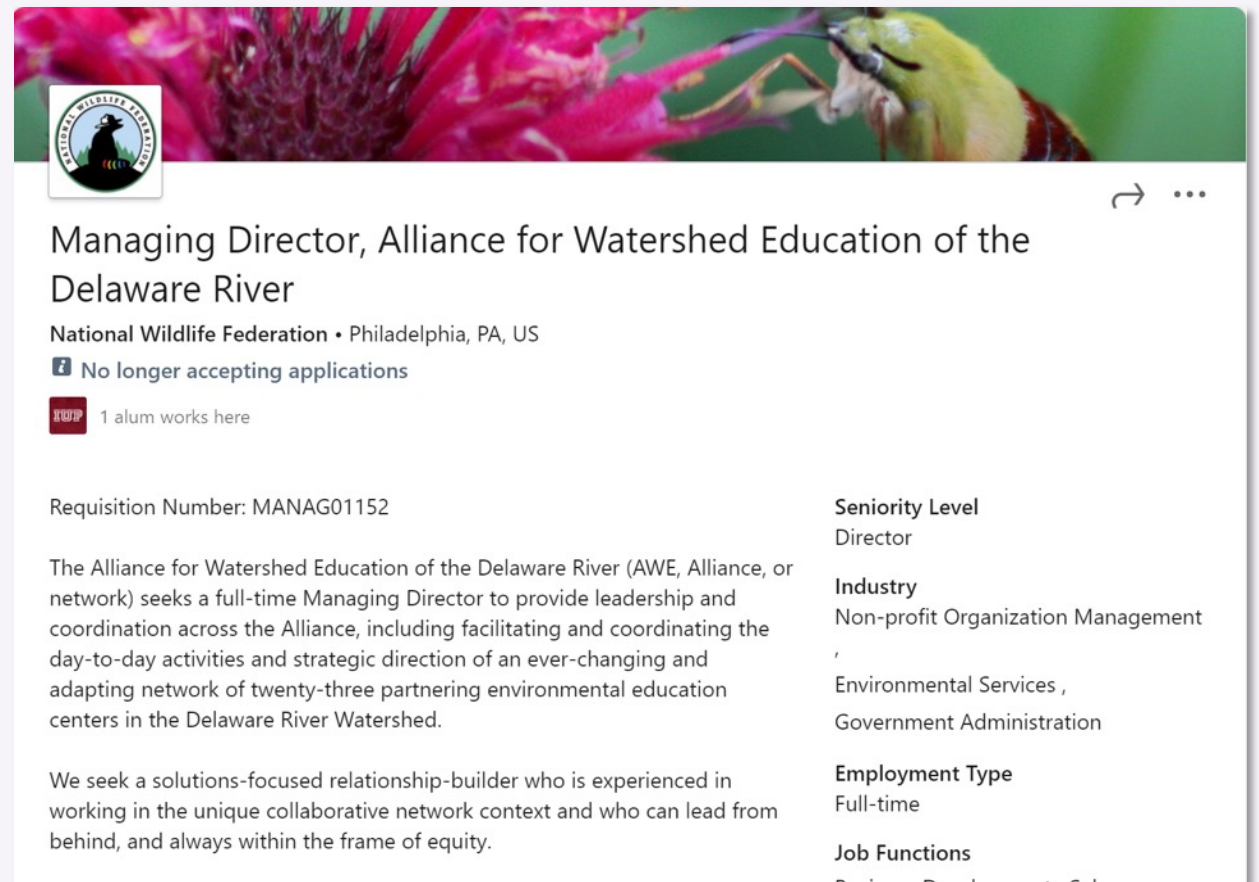
You're impatient and you want things done yesterday (we've got a lot of those types around here). But your impatience is in a state of tension with your desire to do things the right way (a little bit of inner turmoil is okay!)

You strive to be organized and precise, and to satisfy that craving.

Experience that will be helpful for the person coming into this role

- + 4+ years of experience working in demand generation within the B2B company
- + Proficiency with web analytics platforms like Google Analytics, Domo, Hubspot, Marketo, Pardot, etc.
- + Working knowledge in other areas, like:
 - creating press/media opportunities, co-marketing partnerships and campaigns, inbound link building, content distribution
- + Working knowledge of the implementation and optimization of lead scoring
- + Developing and running B2B email marketing and lead nurturing campaigns
- + Experience developing and testing lead nurture campaigns
- + Managing vendor and marketing agency
- + Experience developing metrics and reports

Treat Your Job Ads Like Critical Pieces of Marketing!



The image shows a screenshot of a job posting on a platform. At the top, there is a header image of a bee on a pink flower. Below this is the National Wildlife Federation logo. The job title is "Managing Director, Alliance for Watershed Education of the Delaware River". The location is "National Wildlife Federation • Philadelphia, PA, US". There is a note that says "No longer accepting applications". Below that, it says "1 alum works here". The job description includes the requisition number "MANAG01152" and a paragraph describing the role: "The Alliance for Watershed Education of the Delaware River (AWE, Alliance, or network) seeks a full-time Managing Director to provide leadership and coordination across the Alliance, including facilitating and coordinating the day-to-day activities and strategic direction of an ever-changing and adapting network of twenty-three partnering environmental education centers in the Delaware River Watershed." Another paragraph states: "We seek a solutions-focused relationship-builder who is experienced in working in the unique collaborative network context and who can lead from behind, and always within the frame of equity." On the right side, there are several key details: "Seniority Level: Director", "Industry: Non-profit Organization Management", "Employment Type: Full-time", and "Job Functions".

[National Wildlife Federation Link](#)

Language for posting and promoting diverse interest:

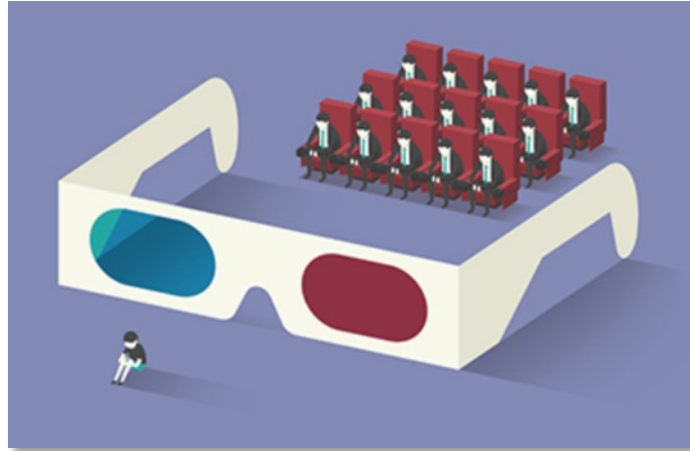
"What to Include in your application: Please include a cover letter, resume, three professional references preferably from current or former supervisors/managers and one brief writing sample (10 pages or less). Community Legal Services values a diverse and inclusive work environment where employees feel a sense of belonging and strongly encourages women, people of color, people who identify as LGBTQ, people with disabilities, people who have experienced poverty or homelessness and people who have had prior contact with the juvenile, criminal, or child welfare systems to apply. CLS invites all applicants to include in their cover letter a statement about how your unique background and/or experiences might contribute to the diversity, cultural vitality, and perspective of our staff and legal services practice."

Sourcing Screening Selecting Phase:

Managing Bias!



Unknown Biases & Common Hiring Biases



Do you think the people who make hiring decisions have bias they are not aware of?

Yes **82%**

No **18%**

80%
Said they were biased

**Over
Confidence**

**Halo &
Horns**

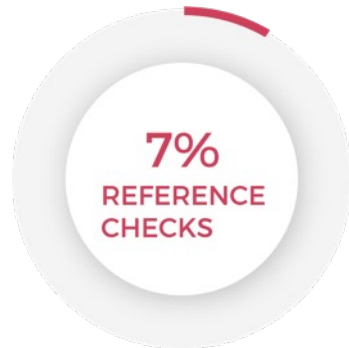
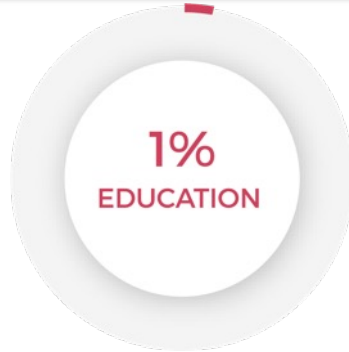
**Confirmation
Bias**

**Similarity
Attraction**

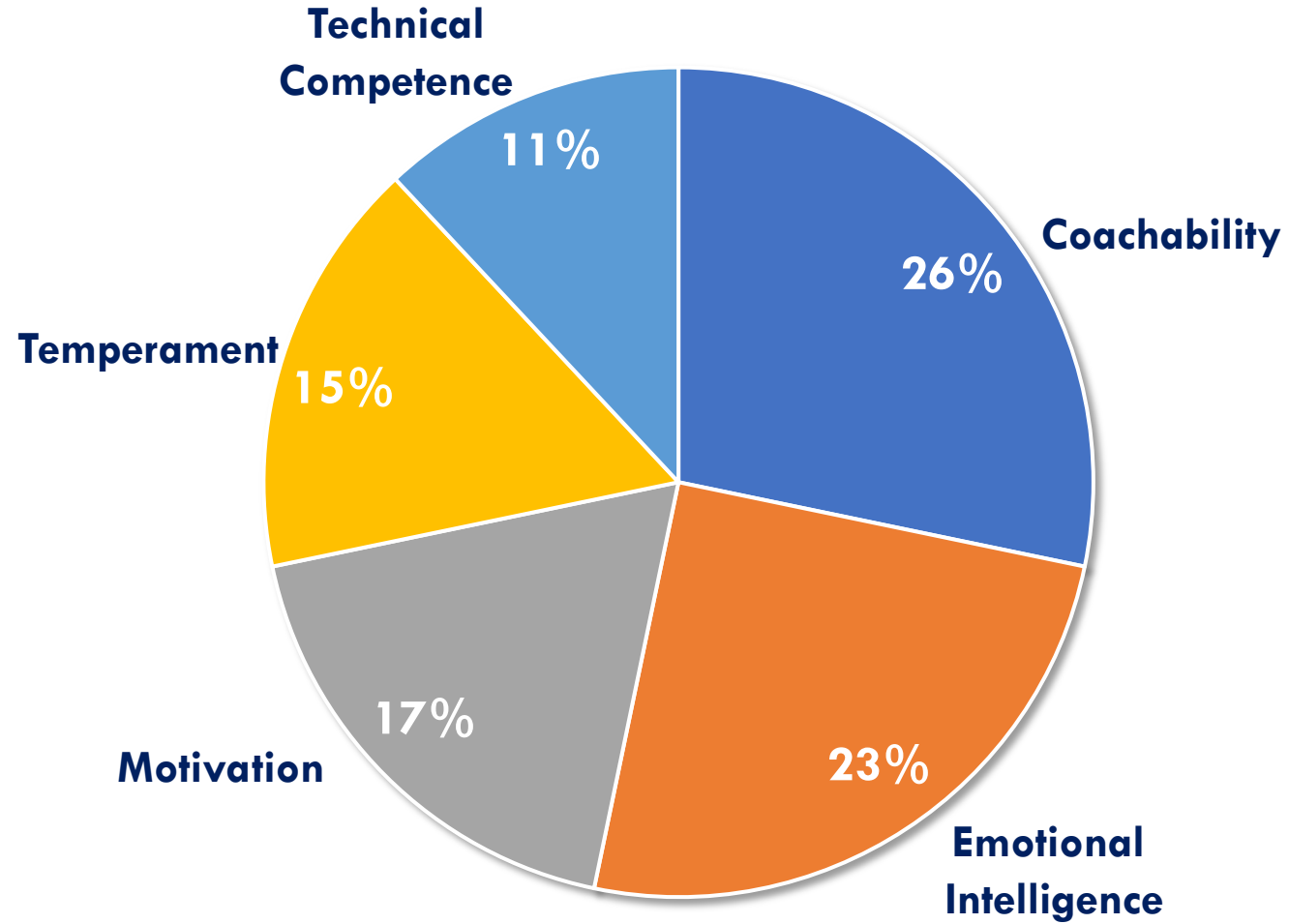
Polling

The Resume Heat Map

POOR Predictors



Top 5 Reasons Why New Hires Failed



Methods to Decrease / Regulate Bias



1. **Alignment on Job Purpose and Expectations**
2. **Team Approach – Search Committee (Cross-Functional) with Roles / Responsibilities**
3. **Strategic Marketing / Sourcing Plan**
4. **Screening Matrix – See Sample Matrix**
5. **Interview Guide – Standard Questions for All Candidates, Individual Questions to Better Determine How #1 is Handled / Learned**
6. **Standardized Interview Debrief**
7. **Timeliness**

Methods to Decrease / Regulate Bias Team Approach



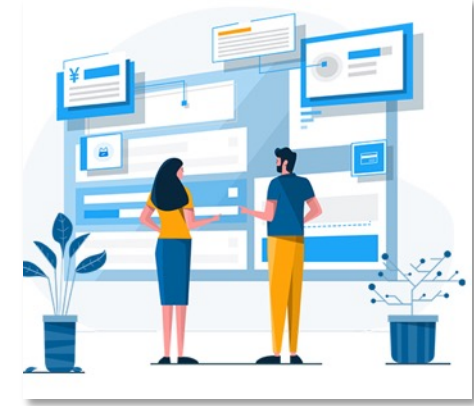
Phase 1

- Roles
- Technology
- Screening
- Candidate Communication
- Interview / Phone Screen Logistics
- Interview Materials
- Promotion



Phase 2

- Activities
- Screening & Matrixing
- Candidate Communication
- Phone Screen
- Panel Interviews
- Debrief / Candidate Comparison



Phase 3

- Finalize
- Candidate Communication
- Individual Interviews Finalists
- Offer Prep / Formal Offer
- Negotiation
- References / Background

DEI Discussion / Best Practices

Resources

Candidate Matrix: What are we looking for and WHY?

tHRive Sample Candidate Matrix																
#	Name	Current Company	Title	Degree Type	Education Type	Sector Expertise	# Years Leadership Experience	Cross Functional Management (Y/N)	Fundraising Experience (Y/N)	Advocacy (Y/N)	Board Membership (Y/N)	Organization/ Financial Growth (Y/N)	Strategic Planning (Y/N)	Women's Interests	Salary Requirements	NOTES
INTEREST																
PENDING																
PASS																

Salary/Comp Insights

- [Indeed Salaries](#)
- [Bayer Center – Wage & Benefit Research](#)

Appointment Scheduling

- [Calendly](#)

Phone Screen

- [Robert Half | Get the Most Out of Your Phone Screen Interview Questions](#)
- Some opt for email/text exchange on key questions
- Phone call to follow or further screen / Virtual contact now the “norm”.
- Use technology to assist with “talk times”

Conducting Virtual Interviews

- [BeMo | The Ultimate Guide to Video Interviews](#)
- [Glassdoor | How to Conduct Virtual Interviews](#)

Preparing Questions

- [Vinehouse Blog | Should You Ask All Candidates the Same Questions?](#)
- Standardized Questions
- Candidate / Job Specific Questions

Interviews



Interview Do's & Don'ts

What Can't I Ask?

What Can I Ask?



Age



Affiliations



Arrest Record



CITIZEN

Citizen/National Origin



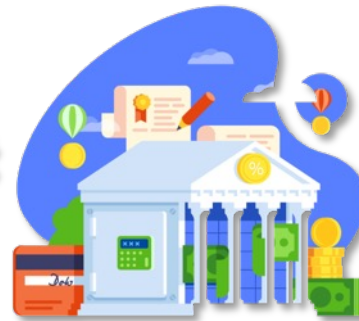
Family/Marital Status



Health & Wellness



Military Record



Miscellaneous



Personal



Race, Gender, Disability



Religion



Interview Resources

[tHRive Interview Process Framework](#)

[tHRive Interview Tracking Tool](#)

[tHRive Sample Candidate Matrix](#)



[LinkedIn | 30 Behavioral Questions](#)

- [4 Vital Interview Questions to Ask](#)
- [4 Ways to Ask Cultural Interview Questions](#)
- [Best Interview Questions to Ask](#)
- [Phone Interview Questions to Ask Candidates](#)
- [Pre-Screening Your Employees](#)
- [Vinehouse Blog | Should You Ask All Candidates the Same Questions?](#)
- [Vinehouse Blog | How To Find Out What People's Values Really Are](#)

Selection/ Hire



Offer Letter Template



Date

Name
Address
Address

Dear Name,

On behalf of the (Organization), I am delighted to extend an offer to you of the (Position Title). This is a full-time employee position has reporting requirements to (Organization, Title, Name).

This letter details the compensation that has been discussed with you in relation to this position and expands on some of the benefits of full-time (Organization) employment. Our hope is that you accept this responsibility immediately and no later than (Date).

Your compensation offer is the following:

Annual salary of INSERT (based on anticipated annual work at a minimum of 2080 hours) and contingent upon successful completion of your three-month evaluation. You will receive a three, six and twelve-month performance evaluation on a scheduled basis between now and (Date) and will be evaluated annually thereafter. The interim evaluations will be conducted in partnership between you and (direct partners). The criteria will be developed within your first 90 days with your input. Your compensation during subsequent years will be determined by the (Insert) and will be based on your annual review, (organization) financial position, and your successful accomplishment of goals for the preceding year.

(Organization) is committed to your professional growth and development. In conjunction with your three-month interim evaluation, we will provide resources for your continued professional development and support your anticipated learning curve in this new role.

Additionally, (Organization) currently provides the benefits summarized below to all full-time employees.

Health Insurance. Plan details will be provided to you for review and include the current offerings (Subject to Change Upon Annual Plan Review):

(Insert Specifics)

PTO/ Vacation: (Insert) of vacation per year and days are accrued based on time worked.

Retirement, 401K/403B, Pension

Allowance (Vehicle, Housing, License/Membership)

Additional benefits are defined in the employee handbook and a copy is included along with this offer letter.

Please sign and return this agreement. Your signature below signifies an acceptance of the terms set forth in this offer letter. You should be aware that employment within Pennsylvania and at (Organization) is at-will, pursuant to which either you or (Organization) can terminate the relationship at any time for any reason. This



offer will remain in force for a period not to exceed two weeks from this date. If this offer is not executed by that date, we reserve the right to rescind this offer and renegotiate.

We are looking forward to beginning a long, successful relationship with you.

Name, CEO

Date

Name, Hiring Executive

Date

ACCEPTED BY:

Name, Candidate

Date

Tips:

1. Prepare and discuss by phone before sending.
2. Compensation should be expressed in salary for exempt position with reference to total hours based on expected schedule and hourly rate with scheduled hours for nonexempt.
3. Be prepared to answer benefits questions in detail or set up session with organization expert to discuss.
4. Give time to consider the offer; anticipate professional standard of notice.
5. Be prepared to negotiate/be challenged.



Q&A / Next Steps

