



8 STEPS TO EQUITABLE RECRUITMENT & HIRING

WITH FOUNDER & CEO, Naomi Roth-Gaudette.

Community agreements



Participate fully



Listen for understanding



Limit distractions; offer grace



It's ok to speak in first draft

Stories stay



Focus on ourselves



Take care

AGENDA.



1. Intros
1. Our Philosophy & Approach
1. Launching a Search
 - a. Align with Hiring Manager
 - b. Job Descriptions
1. Recruitment
 - a. Building a Diverse Candidate Pool
 - b. Accessible Applications
1. Equitable Hiring Process
 - a. Sample Hiring Process
 - b. Communication & Transparency
 - c. Set candidates up for success
1. Q&A

ABOUT US.



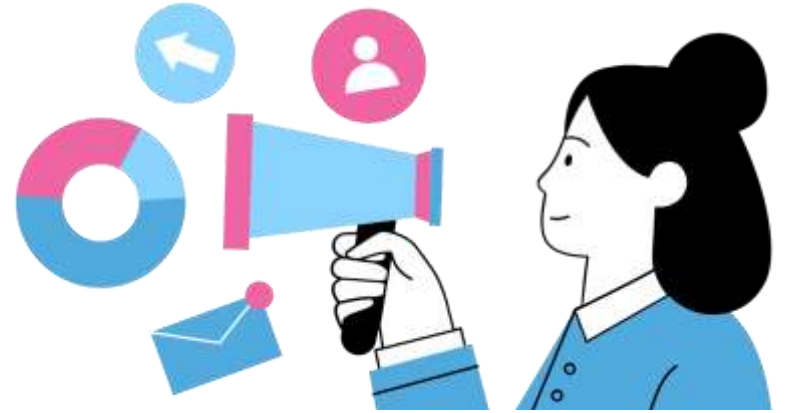
MEET NAOMI

- More than 20 years of organizing & recruitment experience
- Former Executive Director of Green Corps
- Worked for Obama in 2008, hiring 600+ people to move to swing states to get him elected
- Deep connections in the movement space
- Founded NRG in 2018
- Each year NRG works with 100+ mission-based organizations to place 300+ candidates nationwide



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OUR PHILOSOPHY.

- **Organizer Approach to Hiring:** We believe using a grassroots organizing mindset focused on relationship building and speed is the best way to find amazing, diverse talent for your organization, while creating a positive experience for candidates and a pipeline of supporters.
- **Candidate-Centered:** We put a premium on ensuring that the candidate experience is high-quality from start to finish.
- **Transparent & Responsive:** We believe frequent communication with candidates is one of the most important elements to an equitable hiring process.
- **Connected:** We spread the word far and wide about our searches, and tap into our networks and relationships.

SOME OF OUR CLIENTS



SHOW OF HANDS:

Who has hired someone before?

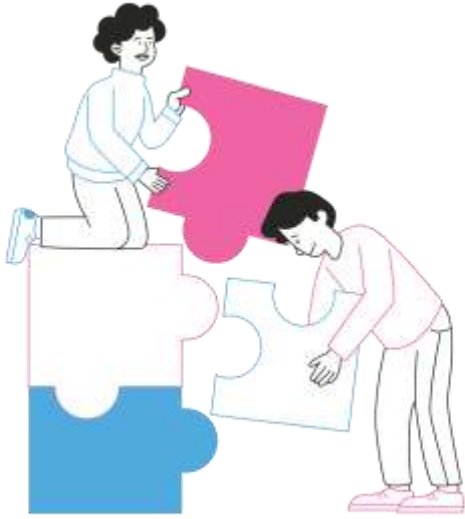
Who enjoyed the process?

Who didn't?

BREAKOUT GROUP 1:

Throughout our training, we'll break into small groups for quick discussions. Let's break now, and do quick intros. (5 min)

- **Name, Pronouns**
- **Where you're based**
- **An estimate # of times you have been interviewed.**



LAUNCHING A SEARCH.



1. Align with your Hiring Manager



- Don't skip this step!
- Make sure you're really clear and aligned on what your hiring manager cares about, how they would rank what's most important for this role, etc.
- Discussion Questions:
 - Tell us more about the position: *What are the key responsibilities? What were you missing in candidates that you spoke with previously? What gaps are you hoping to fill on your team?*
 - Tell us about your ideal candidate: *What are the qualities and experience that you're looking for in a candidate? What are the top 3 to 5 must haves for the position?*

2. Job Description



- Keep it short; don't overthink it
- Stay candidate-centered
- Always include salary
- Check for hidden bias in your language
- Check for insider language

BREAKOUT GROUP 2:

**Here are 4 sample job descriptions.
Rank them 1-4, #1 being the best.
Which ones do you like best and
why? (15 min)**

Option 1 - UTEC, HR Associate

Option 2 - Citizens of the World Charter School, Director of Adult Development

Option 3 - Watershed Advisors, Director

Option 4 - Build Health International, Development Manager



RECRUITMENT: FINDING CANDIDATES.



3. Launch Referral Program

Side note: Always Be Networking!

Build a list of 25 VIP/connectors who you try to stay in touch with, even when you don't need them. Send job blurbs, like their social media content, send them a holiday card, grab coffee 1-2 a year

Hiring Managers: *Keep your LinkedIn active. If you don't already, work to build up to at least 500 followers.*

How:

- Create promo materials for your job, including email & social media templates to make sharing the role easy.
- Meet with key staff to ask for referrals and support making introductions to potential candidates.
- Reach out to your VIP list to ask for circulation & referrals

Considerations:

- Offer a \$500 bonus to the person who referred your hire.

4. Promote the Role



- **Post the JD far and wide:** Both widely used platforms and sites/listservs specific to the opening.
- **Regional Promotion:** Ask people where candidates are looking for jobs in their area and post there
 - Each state/industry has different places (e.g., for Comms, RadComms; in Boston, YNPN; in LA, Dan's List)
 - Campaign alumni listservs, Repro Rights social media pages, Progressive jobs groups on Facebook, etc.
- **Create a Budget:** Spend \$800-\$3000 per search on posting. You want to make sure people see the ad. Generally recommend \$250 on LinkedIn, \$250 on Idealist, \$450 on Indeed, plus other sites like GAIN Power.
- **Consideration:**
 - Lean into social media for promotion. Create promo materials, graphics, maybe even videos.
 - Do an interview with your hiring manager to discuss the role in more detail. Share it out to get folks excited.

JOB BOARDS & LISTSERVS

PAID OPTIONS

[HERE'S A FULL LIST!](#)

LinkedIn

Sujata Strategies

Indeed

LGBTQ Connect

Daybook

National Council of Nonprofits

Idealist

Union Jobs

BlackRemoteShe

Inclusv

Work for Good

GAIN Power

JOB BOARDS & LISTSERVS

FREE OPTIONS

[HERE'S A FULL LIST!](#)

Arena Careers

Black Beltway

Movement Builders

YNPN Listserv

Progressive Exchange

Community Centric

Fundraising Slack

Nonprofit.ist Slack

Conexiones

RadComms

Talent Collaborative

GROUP QUESTION:

Where else are you posting jobs? Or, looking for jobs?

Are there any regional places you'd post to (Hartford, CT, etc.)?

5. Build Candidate Pipeline



- **Think like an organizer:** always be networking/building relationships, asking who else you should be talking to, etc.
- **Build and prioritize diverse networks:**
 - Build relationships with networks that prioritize diversity
 - Regional Roles: Get to know the people in your state/region who are known to recruit and retain diverse talent. People in external affairs roles will always take meetings. New leadership councils in states.
- **Informational interviews:** always take 15 mins to talk to someone who is interested/wants to learn more
- **Recruitment tools:**
 - LinkedIn Recruiter - can contact more people you don't know; \$120/month worth it when doing a search
 - Indeed Resume Book - great for geo-specific or lower level roles. \$400/mo for 100 contacts/mo.

6. Get candidates excited about the role



- Make the time to chat with anyone interested in exploring the role & joining your team.
- Talk about culture at organization
- Be up front about salary
- Highlight who the hiring manager is and what they're like to work with
- Be transparent about current challenges on the team so people know what they're getting into
- Focus on impact/what organization does

Example - Slide Decks

[Rivet - Head of Impact](#)

[Movement Labs - VP of
Strategy](#)

Example - Video



10 min break...



EQUITABLE HIRING PROCESS.



BREAKOUT GROUP 3:

What makes you feel valued as a candidate? (5 min)

SAMPLE HIRING PROCESS.

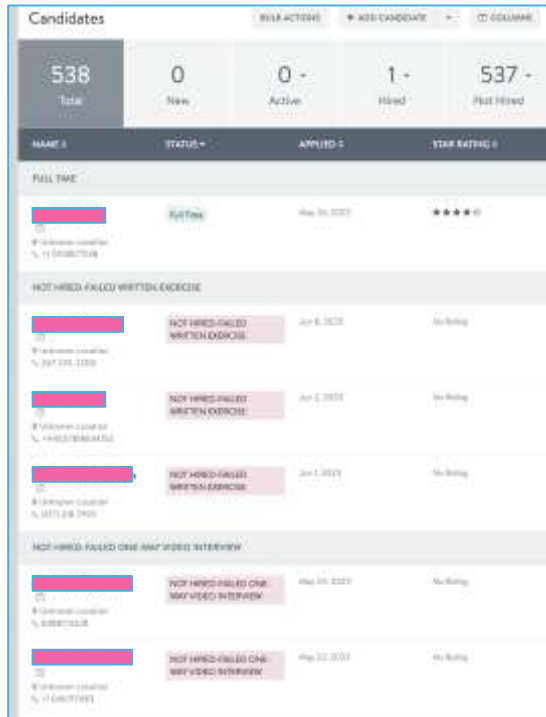
- **Stage 1** - Application Screen
- **Stage 2** - Phone Screen
- **Stage 3** - Interview with Hiring Manager
- **Stage 4** - Paid Work Exercise
- **Stage 5** - Interview with Hiring Team
- **Stage 6** - Reference Checks
- **Stage 7** - Make an offer & get candidate to say “yes”

7. Candidate Screening & Communication



- Use an applicant tracking system.
- Review resumes as they come in, ensure candidates hear back promptly after applying. For strong candidates, try to schedule phone screens within 1 week of receiving their application.
- Use a grading rubric throughout the interview process, with the agreed upon must-haves you're looking for in candidates. This will help mitigate bias and ensure that interviewers are grounding their assessments in the rubric.
- Ensure a diverse pool of candidates throughout process
 - Some orgs set internal goal that at least 50% of finalist pool must be candidates of color, for example

Staying organized during the screening process.



The screenshot shows a 'Candidates' dashboard with a summary bar at the top. The summary bar includes: Total (538), New (0), Active (0), Hired (1), and Not Hired (537). Below the summary bar is a table with columns: NAME, STATUS, APPLIED, and STAR RATING. The table is divided into sections: FULL TIME, NOT HIRED-FAILED WRITTEN EXERCISE, and NOT HIRED-FAILED ONE-ON-ONE INTERVIEW. Each row in the table represents a candidate, with a pink bar for the name, a status label, an applied date, and a star rating.

NAME	STATUS	APPLIED	STAR RATING
[REDACTED]	Full Time	Apr 16, 2023	★★★★☆
[REDACTED]	NOT HIRED-FAILED WRITTEN EXERCISE	Apr 6, 2023	No Rating
[REDACTED]	NOT HIRED-FAILED WRITTEN EXERCISE	Apr 1, 2023	No Rating
[REDACTED]	NOT HIRED-FAILED WRITTEN EXERCISE	Jan 1, 2023	No Rating
[REDACTED]	NOT HIRED-FAILED ONE-ON-ONE INTERVIEW	Apr 16, 2023	No Rating
[REDACTED]	NOT HIRED-FAILED ONE-ON-ONE INTERVIEW	Apr 10, 2023	No Rating

- **Applicant Tracking Systems**
 - Greenhouse
 - JazzHR
 - BambooHR
- **Scheduling Tools**
 - Calendly
 - Google Calendar links
- **Shared Drive**
 - Use cloud spaces like Google Drive to share resources/notes among the hiring team

ACCESSIBLE APPLICATIONS.

Purpose: Make it easier for candidates to apply.

New Rule: No cover letters!

How:

- Pronouns
- Application questions in lieu of a cover letter. Short Responses
- Confirm any physical logistics, such as physical labor, abnormal schedule, or drivers license requirements

Considerations:

- Send application questionnaire after the resume screen

The screenshot shows a multi-page application form. At the top, a navigation bar contains links for 'Page 1', 'Page 2', 'Page 3', and 'Page 4'. A legend in the top right corner states '* Indicates a required field'. The form contains four text input fields, each preceded by a question marked with an asterisk: 'What are your pronouns? *', 'NDWA works for the respect, recognition, and inclusion in labor protections of domestic and home care workers across the country. Why do you want to do this work? *', 'From your experience, what does it entail to build power within a movement? How would you support this if you were hired? *', and 'Please tell us about your experience with U.S. immigration policy and/or campaigns. *'. At the bottom right, there are three blue buttons: 'Finish Later', 'Back', and 'Continue'.

WHAT A QUESTIONNAIRE WOULD LOOK LIKE:

CANDIDATE RUBRIC

Based on our conversation with the Freedom Together Foundation team, NRG will evaluate candidates using a rubric that uses the following weighted percentages for each of the key qualities that you are looking for in the VP External Affairs position:

Key Quality	Weighted %
Strategic leadership. Has developed and implemented a strategy to engage and coordinate a range of senior leaders to help carry out a shared organizing and communications strategy. Deep understanding of and enthusiasm for both organizing and influencing foundations and individual HNW donors and effectively communicating to a wide range of audiences. Demonstrated success in advancing diversity, equity, and inclusion within an organization.	25%
Knowledge of the ecosystem of major foundation funders and UHNW donors	15%
Knowledge of effective communication strategies and tactics, ideally garnered from an "in-house" leadership role covering areas such as media relations, website content, newsletters, and multi-stakeholder communications.	15%
Employs good judgment. Has sharp instincts and knows how to prioritize among competing priorities.	15%
Interpersonal and communication skills. Able to develop trust and a high emotional intelligence. High level of humility and comfort with supporting other leaders.	15%
Entrepreneurial spirit. High degree of adaptability. Can balance a speedy response with producing quality work. Able to respond quickly, meet deadlines, and operate with urgency while also paying attention to details. The proven ability to manage multiple priorities and work independently at a high volume and high pace.	15%

We will apply a grading system to screen resumes. Candidates need the following must-have criteria in order to be considered:

- Minimum of 8 years in donor organizing or organizational communications
- Minimum 5 years managing a team, and supervisory experience of at least one full-time employee for 3 consecutive years

If a candidate meets the above qualifications, we will then send them the application questions below and score candidates based on their answers.

1. Two key values at the Freedom Together Foundation are building power of those who have been denied it and taking collective action. Why are these values important to you? Please include any relevant experiences.
Mission alignment
2. Please share an example of a time when you have demonstrated success in advancing antiracism, diversity, equity, and/or inclusion in your workplace. (knock out question)
DEI commitment/ Strategic Leadership
3. Describe one example that showcases your approach to working with senior leaders in service of a strategy.
Strategic Leadership
4. Freedom Together is positioned to be thought leader among donors with interest in democracy and related issues. We want to influence giving that is aligned with our mission. Give an example of a communications strategy that you previously developed in a role that might be relevant to the work of the VP, External Affairs.
Experience guiding comms strategy in service of donor organizing; Knowledge of effective communication strategies and tactics, ideally garnered from an "in-house" leadership role covering areas such as media relations, website content, newsletters, and multi-stakeholder communications.
5. Give an example of your work with major foundation funders and/or UHNW donors. What were they interested in supporting? How did you build trust?
Knowledge of the ecosystem of major foundation funders and UHNW donors

BREAKOUT GROUP 4: Here's a sample job description. Take 10 minutes to read it & write 2 application questions for this job.

Candidate Rubrics. (Sample)

Return to the rubric throughout the interview process

Rubrics help to mitigate bias and ensure that interviewers are grounding their assessments in the key competencies.

Weighted Averages for Each Requirement		Best Possible Weighted Score	Best Possible Unweighted Score
Experience with major gifts	20%		4
Experience raising money: government grants, institutional grants, family foundations	30%		4
Start-Up Experience/Self Starter	10%		4
International experience	15%		4
Advocacy and Policy Experience	10%		4
Sustainability Experience/Mission Alignment	15%		4
Total	100.00%	4	24

Candidate's Name	Experience with major gifts	Experience raising money: government grants, institutional grants, family foundations	Start-Up Experience/Self Starter	International experience	Advocacy and Policy Experience	Sustainability Experience/Mission Alignment	Total Weighted Score	Additional Notes
Jake	4 - Exceeds minimum requirements and had an exceptionally strong interview	4 - Exceeds minimum requirements and had an exceptionally strong interview	4 - Exceeds minimum requirements and had an exceptionally strong interview	3 - Exceeds minimum requirements	4 - Exceeds minimum requirements and had an exceptionally strong interview	4 - Exceeds minimum requirements and had an exceptionally strong interview	3.85	Rated as 4 for experience with major gifts and experience raising money. We didn't discuss specific examples in the interview but Eshe gave great answers. Same for international experience—I don't believe Eshe has extensive international experience but gave great answers, specifically in suggesting she would spend first three months of job in Ghana
Branson	4 - Exceeds minimum requirements and had an exceptionally strong interview	4 - Exceeds minimum requirements and had an exceptionally strong interview	4 - Exceeds minimum requirements and had an exceptionally strong interview	2 - Meets minimum requirements	4 - Exceeds minimum requirements and had an exceptionally strong interview	4 - Exceeds minimum requirements and had an exceptionally strong interview	3.7	Really appreciated response to reporting question.

Interview Questions

Make sure your questions align with key competencies.

Start with a softball question - get the candidate comfortable and talking about themselves.

Questions should both dig into technical skills **AND** values/culture fit.

Don't do any 'gotcha' questions.

Consideration:

- Send interview questions ahead of time so that the candidate can put their best foot forward.

Phone Interview (Owner: NRG Consulting Group 30 min) Dig in deeper into the candidate's experience. Make sure they have the strong communication skills to fit in with the team and that they have the technical skills to meet all of the job requirements.	
Skills, Traits, and Qualifications: <ul style="list-style-type: none">• Candidate can clearly articulate why they want to work to work with the organization• Candidate can clearly communicate examples of when they demonstrated alignment with the must-have skills & attributes• Candidates can clearly explain values alignment• Candidate demonstrates self-awareness about strengths and weaknesses / expected challenges to overcome in the role	Questions to ask: <ul style="list-style-type: none">• Could you tell me a little bit about yourself and your career? How would this role fit into your overall professional journey?• Could you walk through your experience building systems for grantmaking and/or grantmaking compliance?• What exposure do you have to grantmaking and compliance on the international level?• What's your ideal team culture and how do you like to be managed?• What strengths would you bring to GCF as Grants Compliance Manager? Why would you be a particularly great fit?• What questions do you have for me?• The salary for this role is X, does that work with your expectations?

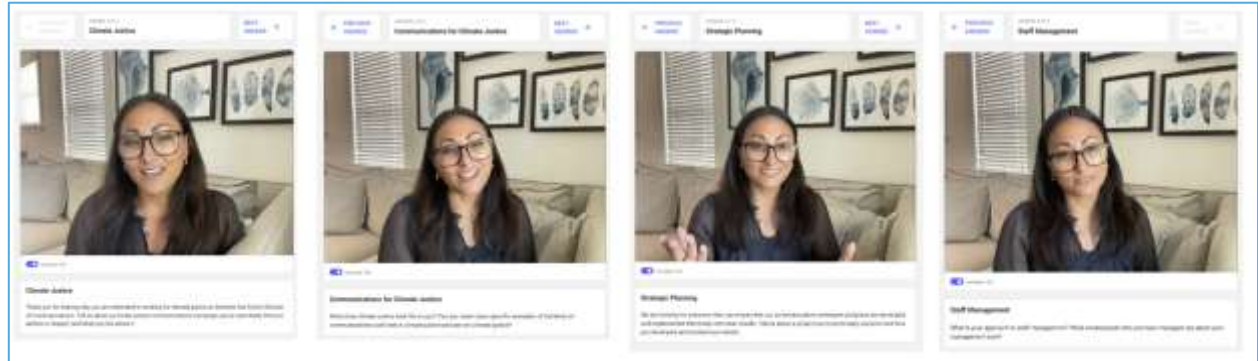
BREAKOUT GROUP 5: Here's the same sample job description. Take 10 minutes to write 3 interview questions for this job.

Candidate Exercise.

- **Set a time limit** - i.e. we hope candidates don't spend more than 2 hours on this exercise.
- **Provide compensation** - work is work! Even a \$100 gift card can show appreciation for their time, and provide a better experience.
- Tell people it's going to happen ahead of time
- Everyone needs the same experience
- **Consideration:**
 - Blind grading

Here are the questions we will ask for the one-way video and writing prompt:

- 1 **Introduce yourself - Video Response:** Please share why you are interested in working with NDWA as our Director of Immigration, and what experiences have best prepared you for this role. You can have up to 3 minutes, but do not need to use all of that time.
- 2 **Scenario:** Imagine that you are our Director of Immigration. Identify one champion from congress (House or Senate) that would be a strong person to help advocate for our immigration policy priorities on the Hill.
 - **Part 1 - Written Response:** Please draft a short introductory email to this legislator requesting to connect. Please save your email in PDF format and email it to Megan Severson at megan@nrgconsultinggroup.org.
 - **Part 2 - Video Response:** Use this link to talk us through your decision. You can have up to 3 minutes, but do not need to use all of that time. Please address the following questions:
 - Which legislator did you choose?
 - Why might they be a valuable champion, and a good fit, for our immigration policy priorities?
 - What immediate concerns or questions would you have for this legislator?



Some More Examples.

Prompt:

[Organization] has received a lead that **The Surdna Foundation** is potentially looking to increase the pool of organizations that it has a funder relationship with. The person providing the lead cannot share whom they heard that from and is unsure of how much money **The Surdna Foundation** is looking to put into a grant.

Thought Exercise:

We would like you to draft a letter of interest that, in this simulation, [Organization] would send to **The Surdna Foundation** to cultivate a relationship and potentially become a funder. We will not be providing any materials, so the information you use will be from your independent research. Additionally, the length of the letter is up to you.

In a section separate from the letter of interest, we would also like you to share:

- Why you chose the angle you did to spark interest from the potential funder
- Why and how you chose the projected amount of the grant that was asked for
- Your cultivation strategy along with a timeline

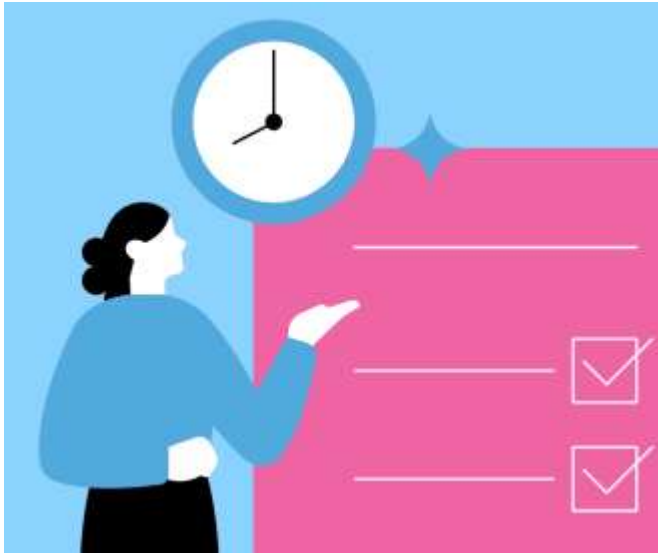
Thank you and we look forward to your response.

Details:

- Attached to this email is a confidentiality agreement. Please sign the agreement and return it to me in the next 48 hours. You can either sign and scan it, or sign it digitally using software like DocuSign.
- Once you email me the confidentiality agreement, I will send you a spreadsheet which includes membership data.
- We would like you to clean the data and send back a cleaned up version of the spreadsheet, taking no more than 2 hours.
- Please send your spreadsheet back to me within 24 hours of receiving the original spreadsheet.
- Please send your answer back in the form of an attached PDF.

BREAKOUT GROUP 6: Here's the same sample job description. Take 5 minutes to discuss potential candidate exercises.

8. Notify Candidates

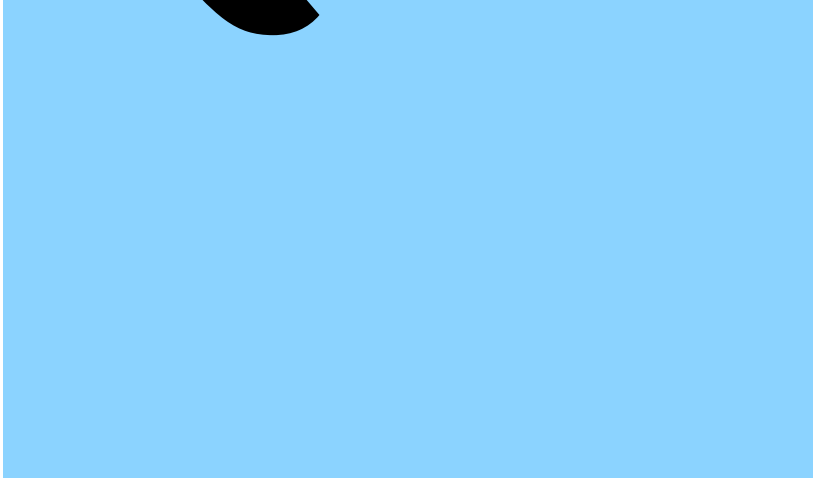


- **Stay in touch with candidates throughout the process.**
- If candidates follow up and there's no update - respond! Let them know to hold tight.
- When applicable, move strong candidates from one pool to another that's a better fit
- Make a strong offer
 - After an offer is made, we'll call to congratulate them, and use the time to see if they have any feedback or reservations about accepting.

TAKEAWAYS.

- **Use a grassroots organizing mindset** - relationship building and speed is the best way to find amazing, diverse talent for your organization, while creating a positive experience for candidates and a pipeline of supporters.
- Ensure that the **candidate experience** is high-quality from start to finish.
- **Always be recruiting!**
- **Spend time** on recruitment
 - Effective and inclusive job searches take a while :)
 - Have to do time-intensive sourcing; just posting won't produce strong, diverse candidates
- Focus on **key competencies** (your candidate rubric!)

Q&A

A large, solid light blue rectangle occupies the lower-left portion of the slide, extending from the bottom edge to about two-thirds of the way across the width. The text 'Q&A' is positioned at the top edge of this rectangle, appearing as if it is floating just above the surface.

THANK YOU!