



Powerhouse Arts
People-Centered Recruitment and
Hiring Philosophy and Practices
June 2019

Developed in collaboration. Produced by Yancey Consulting.

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Purpose of Engagement

Powerhouse Arts is two years away from opening a massive facility in Gowanus, Brooklyn. The reclaimed industrial property of 170,000 square feet will become a creativity hub across all mediums for creatives along the entire spectrum of experience. To build the best place that serves a community of artists and makers is to build a place that takes care of people, starting with who and how Powerhouse hires.

The objective of this consultancy was to support Powerhouse in designing and initiating peoplecentered recruitment and hiring philosophy and practices.

Methodology

Yancey Consulting's approach included a review of internal Powerhouse HR-related documents, individual conversations with stakeholders leading recruitment and hiring efforts at the organization at the time of inquiry, and a mix of in-person and remote meetings with a working team comprised of Powerhouse employees and a board member. Practices, templates and tools proposed in this report are based on the working team's input, external research, and Yancey Consulting's expertise.

Acknowledgments

With deep gratitude for the commitment to developing equitable environs that create space for diverse employees to bring their full-selves to work, we recognize the team that made this work happen.

Working Team Participants

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I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou

Powerhouse Team Resourcing, Development, and Retention Philosophy

We at **Powerhouse** know that our people are our greatest asset. Without the individuals who make and fuel our vision, bring imagination, curiosity, and joy into our spaces, administer operations, advance the mission, and govern institutional viability--Powerhouse is merely the shell of an idea.

Understanding that people are our most valuable resource, we believe it is essential that we approach our hiring, development, and retention practices with deliberate care. In this light, we commit to the following principles in the design and implementation of what we refer to as our People-Centered HR (Humanity Reinforcement) Principles.

Ten People-Centered Humanity Reinforcement Principles

1. We will remember that every individual who interfaces with Powerhouse is multidimensional with desires, beliefs, fears, cultural practices, rituals, biases, loves, heartaches, preferences, and a host of attributes that make them unique and human. We are all more than an “employerdefined” position.
2. We will lead all human resources practices from a place that sees, acknowledges, and elevates the humanity of all involved. We will consistently strengthen our existing culture of caring.
3. We will be a diverse, inclusive, equitable, and accessible organization. We want everyone in our community to be able to see themselves at Powerhouse and feel welcomed to bring their full identities and differences into the space.
4. We believe that joy, love, and respect are important humanitarian qualities to guide how we operate and relate to each other. We know that conflict is a natural output of diverse, dynamic, and inclusive environments where individuals are encouraged to share ideas and question groupthink; thus, we will build the culture and tools to embrace, resolve, and learn from such conflicts respectfully.
5. We understand that while we build our human resources capacity in the present, our decisions will have generational impacts on the families of those who positively benefit from experiences at Powerhouse. Thus, we will amplify equitable practices and foster a culture of belonging.
6. We will activate communications in a way that resonates with varying language and learning backgrounds and is more intended to build relationships than unilaterally inform.
7. We commit to practices that ensure all of our neighbors feel not only welcomed when they enter our space but valued even before they reach the building from the ways we execute our marketing, engagement, hiring, and broad communications practices.
8. We commit to doing ongoing anti-oppression and anti-bias trainings to deconstruct and eliminate patterns and behaviors that privilege any single demographic group over others

throughout all areas of the organization. We understand that societal and institutional norms ingrain these practices and that we will have to make investments to create a counter-culture that respects differences, fosters inclusivity, and normalizes non-oppressive practices.

9. We commit to developing the leadership and creativity of the people who interface with Powerhouse--no matter how long they engage with the organization.
10. We believe that these people-centered HR principles will make Powerhouse a more vibrant, productive, and team-oriented place to work, learn, and build community.

Powerhouse Values Guiding People-Centered Approach

CREATIVITY

COLLABORATION

COMMUNICATION

CRITICAL THINKING

CULTURE

COMMUNITY

CARE

CURIOSITY

CULTIVATION

CATALYST

COURAGE

And



.

Team Member Persona and Value Proposition

First and foremost, **Powerhouse seeks team members who love artists, creativity, making things, building things, learning things, and stewarding environments that nurture creative practice.** These individuals can be at different phases in their career, come from different cultures, ethnicities, and backgrounds, and have formal and informal learning experiences.

Although certified skills are required for positions that operate machinery, Powerhouse understands that all experiences are valuable and that specific prior experience or education does not predict future success, just as the lack of experience and education does not predict an inability to succeed. This mindset fosters a culture of learning and professional development.

Powerhouse understands that employment is a reciprocal relationship between the organization and employee, both investing in each other. **While compensation is important, it is not the only factor attracting people to join the team. The value enticing candidates to choose Powerhouse over another might lie in opportunities for growth, benefits, company culture, or mission and impacts.** “Why would someone want to come work for us and stay?” is an important question to be continuously interrogated at the organization. It is not only a mental exercise but a promise between Powerhouse and its team member.

The statement below is a synthesis of the planning team’s employer value proposition:

Powerhouse offers unwavering commitment to affirming and sustaining the transformative potential of human imagination. We facilitate pathways for artists and makers to create, live, and thrive in collaboration and communion with colleagues, members, and Brooklyn communities.

More on team member persona and employer value proposition can be found in appendix 1 and 2 on pages 19 and 20 respectively.

Rethinking Employment Pathways

Creating a place where artistic practice and creativity thrive is at the heart of Powerhouse. This ethos is not solely intended for the members or visitors who come to the space. It also applies to the individuals who come to work, consult, intern or volunteer at the organization. As such, Powerhouse is committed to creating flexible employment structures and policies that accommodate workers’ artistic practice, well-being, living wage needs, and professional development without compromising the quality of the organization’s outputs. Below are proposals for ways that Powerhouse could accomplish this commitment.

1. STAFFING ARCS

Re-frame the ways employees can organize their time and levels of commitment within the organization. This requires a shift in thinking about employees as only full-time or part-time workers. Although for tax purposes those categories hold true, that framing is futile when it comes to understanding how employees engage with employers based on where they are in their lives, and what agreements are needed to sustain mutually satisfactory relationships. **Instead, consider staffing arcs that holistically embrace how employees contemplate and manage Powerhouse work time with other initiatives, projects, and self-care practices.**

Organizing staffing structures and flexible work policies from this perspective allow the employer and employee to enter their working relationship in conversation about the employee's ambitions and needs beyond just Powerhouse commitment. It encourages transparency and fosters trust. It also provides Powerhouse insights as to what drives their employees at varying moments in their career and what could nurture retention within the organization or prompt desires to transition. The following table provides examples of such staffing arcs.

Percentage of time dedicated to Powerhouse work	Percentage of time available for other commitments, creative practice, innovation space, and general well-being	Positions that may be better suited for this arc
90%-80%	10%-20%	executive level; senior directors; directors; team supervisors
75%-60%	25%-40%	managers; associates
40%	60%	associates; assistants
20%	80%	interns; fellows; volunteers

Assumptions:

- average working days: in a year less 20 days vacation, weekends, and 10 holidays as per current Powerhouse's policies
- *all* employees should be encouraged to dedicate at least 10% of their time (about 23 days throughout the year to something fulfilling. (See the important footnote below.)²

¹ See working days link: https://www.workingdays.us/workingdays_holidays_2019.htm

² In order for this practice to become a workplace cultural practice, supervisors should bring up this intention with each of their direct reports during times of work planning, check-ins, and evaluation, encouraging (and if necessary in the beginning--insisting) that employees adopt this space. Supervisors must model and reinforce this intention to cultivate the trust that must be developed before it becomes a known (and likely appreciated) practice.

- employees' time dedicated for something fulfilling outside direct work at Powerhouse must be affirmed internally. Possible practice might include alternating Self Well-Being Days and Innovation Days (these concepts to be fully developed by the staff) at the office or remotely; so every month an employee would have an opportunity to rejuvenate and innovate.

2. CLEAR MODELS OF CAREER PATHWAYS

Devise clear career growth tracks. They can be vertical and lateral, and should outline professional development opportunities available to employees. Clearly mapped out potential career growth tracks will allow employees to see their possible growth trajectory and will help the organization to groom talent within. To develop and continuously refine these generative pathways, Powerhouse should stay on the pulse of employee needs, incorporating discussions of career growth and professional development into annual or semi-annual performance conversations.

Here are a few pathways Powerhouse could consider for career growth:

- gradually adding more agency and leadership responsibilities to positions. It is not about adding more tasks but rather cultivating and stewarding confidence for greater decision-making agency and encouraging ideation that makes the workplace better.
- creating short-term project-driven cross-departmental collaborations or assignments that staff can gain exposure to other departments and team cultures.
- encouraging lateral career paths by having staff move to other departments after a period of time.³
- creating an accelerated career program pathway with clearly articulated growth and skills building needs for a position to advance vertically.
- creating external learning opportunities to deepen an employee's expertise or ready them for transition into a new role or assignment within the organization.

3. FLEXIBLE WORK ARRANGEMENTS

Consider integrating flexible work options. Flexible work options are becoming increasingly important in attracting employees. They are also great for organizational productivity as successful flexible work arrangements increase employees' engagement and satisfaction⁴ as well as reduced absenteeism⁵.

³ You could create a signature Powerhouse pipeline curriculum or certificate program that staff could take for exposure to every department over an extended period of time (perhaps two years). As an extension of professional development, staff could opt in to contribute a small amount of hours per week (2-4 hours) in designated departments for a quarter before moving to a new department. Primers per department could be developed.

⁴ Samantha McLaren. "Here's What Actually Happens When Employees Have Flexible and Remote Work Options." LinkedIn Talent Blog, June 18, 2018. Accessed [online](#) May, 2019.

⁵ "Workplace Flexibility in the 21st Century" by Society For Human Resource Management. Accessed [online](#) May 2019.

Millennials⁶ account for 35 percent of our national workforce. With more than 1.6 million⁷ of them living and working in New York City, this demographic influences how we approach work. Three-quarters of millennials say they would take a pay cut of 6 to 12 percent to be able to have flexible work hours.⁸ And, Deloitte recently found that millennials are much likelier to stay in a role for more than five years if their company is flexible about where and when they work.⁹

Here are some examples of flexible work arrangements for Powerhouse to consider:

- telecommuting from other locations
- flextime with “core hours:” employees choose their work hours within limits established by Powerhouse (e.g., from 7:00 a.m. to 7:00 p.m.)
- flextime, “core hours” do not apply; employees choose their work hours
- compressed work week: full-time employees work longer days for part of the week or pay period in exchange for shorter days, or a day off, each week or pay period
- part-time/reduced-hours schedules: employees work less than full-time
- transition period part-time: employees gradually return to work after a major life event (e.g., birth or adoption of a child) by working part-time for a set period and eventually returning to full-time work
- job-sharing: two or more employees share the responsibilities, accountability, and compensation of one full-time job
- shift flexibility: employees coordinate with co-workers to adjust their schedules by trading, dropping or picking up shifts.
- part-year work: employees work only a certain number of months per year.
- phased retirement: employees reduce schedule and/or responsibilities prior to full retirement.¹⁰

4. OFFICIAL POLICIES

Codify people-driven employment practices. Writing policies down, affirms the longevity of practices that are institutionalized and not dependent on a particular decision maker.

Transparent and Equitable Compensation

Powerhouse affirms that it is committed to transparent and equitable compensation. Below are some frames to consider when vetting and affirming compensation policies:

⁶ Office of the New York City Comptroller defines defines millennials as anyone born between 1985 and 1996.

⁷ Office of the New York City Comptroller Scott M. Stringer report. “New York City’s Millennials in Recession and Recovery.” 2016.

⁸ Maggie Overfelt. “The new generation of employees would take less pay for these job perks.” CNBC, May 30, 2017. Accessed [online](#) May 2019.

⁹ The Deloitte Global Millennial Survey 2019. Accessed [online](#) May, 2019.

¹⁰ “Workplace Flexibility in the 21st Century” by Society For Human Resource Management. Accessed [online](#) May 2019.

- **Clear job descriptions and titles.** To implement pay structures that are transparent and equitable, Powerhouse should consider defining job levels, titles, and competencies in relation to actual job functions. Job descriptions should be revisited often (at review conversations, promotions or job changes) to ensure that role responsibilities have not increased unintentionally without acknowledgement or increased compensation.
- **Information transparency.** Powerhouse should decide how much compensation data is shared with staff and candidates. The Society for Human Resource Management (SHRM) advises employers to share compensation philosophy, pay structure and growth, the factors taken into consideration for pay decisions, and compensation for the position with candidates applying for positions. Powerhouse should stay mindful about creating safe spaces for employees to discuss compensation practices and address pay discrepancies.¹¹
- **Nondiscrimination in pay and advancement.** The same level of responsibilities at the organization should receive equal pay and professional advancement opportunities. The organization should remain mindful of actual or perceived friendship or nepotism benefits, making sure that advancement opportunities are available to all and are communicated clearly across all of the organization's locations and that internal communication channels are accessible and used by all, and often.
- **Negotiations.** An organization should stay mindful that compensation negotiations could have the unintended consequence of perpetuating gender and "advocacy capabilities" disparities. Generally, women negotiate for compensation and benefit packages that are quantitatively less than men.¹² Consider establishing fixed salaries or a salary range on job postings. If there is a range, it should depend on objective criteria (such as years of experience) and be shared transparently on the job posting.
- **Pay competitiveness but not pay history.** Salaries across the organization should be researched and take into consideration compensation data based on similarly-positioned organizations.¹³ To maintain equitable compensation outcomes, questions regarding prior compensation should not be asked at any time for they may perpetuate existing compensation biases.
- **Workplace flexibility.** Flexible work arrangements can support a balanced personal and work life without compromising the employee's livelihood in exchange for flexibility.

¹¹ "Compensation Equity. Public Policy Issue Statement." The Society for Human Resource Management, April 2018. Accessed [online](#) May, 2019.

¹² Studies show that women generally negotiate less than men, and are judged more than men when they negotiate compensation. Source: [Project Include](#).

¹³ Guidestar Nonprofit Compensation Report is available for purchase and provides a great resource for benchmarking sector compensation.

Recruitment Approach

Recruitment is a two-way mirror. The organization is looking at potential team members and they, in return, are looking back at the organization. It is a reciprocal relationship. Steward it with intention. Stay mindful of the posted language, how it is shared, and who gets to see it.

More on recruitment process starting page 21: Appendix 3: Guidelines for forming and training hiring committees; Appendix 4: Writing a job description; Appendix 5: Talent sourcing; Appendix 6: Candidate interviewing; Appendix 7: Offer letter.

Continuous Investments in Diverse, Inclusive, and Equity-Driven Organizational Culture

Hiring diverse voices is only the first step towards this organizational culture. The work does not stop there. In fact, it only begins. Inclusive organizational culture has to be fostered with intention. All people should feel that they can be themselves at work, have the agency to speak their truth, and are respected and heard.

Yancey Consulting proposes mindfulness around the following practices to nurture diverse, inclusive, and equity-driven organizational culture, and to empower your employees to do the same.

1. Welcome, respect, and listen.

- Develop a physical space where everyone is welcomed and respected.
- Establish a shared understanding of holistic justice among all staff and board and incorporate social justice values into each department's and each person's work.
- Create spaces to converse, offer ideas and voice concerns in respectful ways.
- Train on how to handle and resolve difficult conversations.
- Create environs to accommodate religious or cultural needs.
- Create opportunities to share culture with each other.
- Lead more effective meetings.
- Practice active listening.

2. Model and support.

- Ensure the leadership, including the board, reflects constituencies that the organization seeks to serve.
- Do not settle on token representation, including the board.
- Design support strategies like friend or mentor programs.¹⁴

¹⁴ For instance, each new employee could be assigned or choose to participate in a work-friend program where a new team member is paired with an employee that knows the organization (but is not from the same department) to help onboard the new staff member. The program can be as brief as a few first months and last to a year, with quarterly assessments.

- Institutionalize practices to establish consistency that is not driven by a particular person but rather overall organizational culture.
- Consider asking the following questions to help assess organization's support to its staff:
 - *Are we giving each person the necessary resources to succeed?*
 - *Are we giving each person a proportional amount of attention?*
 - *Are we showing appreciation in a balanced way?*
 - *Are we giving each person an equitable opportunity to succeed?*

3. Foster continuous training and career development in various modalities.

- Facilitate conversations about ongoing diversity, equity, inclusion, access, and anti-bias.
- Discuss and use tools to handle difficult conversations.
- Provide opportunities for external and internal professional development.
- Develop systems for vertical and lateral movement in the organization.

4. Evaluate.

- Conduct routine check-ins between supervisors and supervisees to assess not only performances but also employees' sense of belongingness and happiness.
- Establish annual 360 evaluations that use original position scorecards to evaluate performance. If the job role changed since hiring, the scorecard will allow to track those changes and ensure that shifts in job responsibilities are acknowledged and, if needed, compensated.
- Conduct interviews to stay on the current pulse of employees needs and concerns.

5. Develop a learning culture.

- Identify benchmarks, assign deadlines, and designate lead people responsible for implementing specific practices that fortify diverse, inclusive, and equity-driven organizational culture.
- Collect data to ensure the organization is staying true to its equity-driven culture.
- Identify various group needs and provide the necessary support.
- Establish caucus groups to advance equity work.¹⁵
- Create organization-wide time and space for personal and collective reflection, experiential learnings, and personal transformation.
- Establish pathways to adapt existing practices and policies based on learnings.

6. Plan for the future.

- Be proactive in leadership transition preparedness. As an organization that values and retains individual contributions, consider succession planning across the leadership team rather than just the executive chief officer. *What would it mean for the organization if everyone could talk about succession? How do we rethink transitions that model people-centered approach?*

7. Reward.

- Recognize and reward employees, whether financially or in non-monetary ways, for promoting Powerhouse's values and addressing the structural inequities in their work.

¹⁵ Caucus groups create space for people to work within their own racial/ethnic groups and then come together for collective conversations.

**If you have come here to help me, you are wasting your time.
But if you have come because your liberation is bound up with
mine, then let us work together.**

Lilla Watson

Getting Started | A Message from Yancey Consulting

First, congratulations to you! This document is not intractable. It is a guide that codifies the values conveyed to guide your HR practice and specific policies to embrace. There are many pathways. You will learn what is best for your from implementation.

To move from paper to practice, people-centered recruitment and hiring philosophy has to become part of the organizational mind and heart. Consider the following 30/60/90-day action plan to kick-off the implementation work.

30 days and less

- Form a working group across departments that is dedicated to operationalizing recruitment and hiring work. ¹⁶
 - All employees on the working group should pause or share certain tasks from their day-to-day work with colleagues to create space for HR people-centered work.
- Decide what pieces of this document are relevant to which departments and pull them out for sharing. Consider communicating parts of information rather than the whole document as it can be overwhelming, depending on where people are in their journey of equity and knowledge of hiring practices in general.
- Ensure shared understanding of people-centered recruitment and hiring philosophy and its implications on everyone's work at Powerhouse.
 - Use all staff meeting to present Powerhouse recruitment and hiring philosophy to all employees.
 - Set up conversations with separate departments to ensure a shared understanding of what the principles mean and how they manifest (or will) in practice.
- Start leading all staff meetings with your commitment to equity and what it means for current and future team members. Everyone needs to be centered on common vernacular and Powerhouse's hiring philosophy for transparency and inclusion.

60 days and less

- Continue shared understanding meetings.
- Continue leading all staff meeting with your commitment to equity and what it means for the organization.

¹⁶ Yancey Consulting anticipates that operationalizing continuous investments in diverse, inclusive, and equity-driven organizational culture will be the work that the organization is embarking on with Ebony Golden in the Summer/Fall of 2019.

- Set times during staff meetings for the working group to regularly share HR-related work updates with the full Powerhouse team and ask for collective input where needed.

90 days and less

- Prioritize practices that the organization wants to codify into policy and implement first. Focus on no more than top three priorities.
- Develop 30/60/90-day action plans that are S(pecific) M(easurable) A(chievable) R(elevant) T(ime-bound) for priorities.

Remember this is a guide and *not* a sacred scroll that prohibits adaptation and being responsive to what you learn and need. Give yourself grace. Assess your progress quarterly. Reflect, learn, and adjust as needed.

You are in this together.

Feel free to let us know how we can be of service either formally or informally. We're in this with you.

In love and abundance,
The Yancey Consulting Team

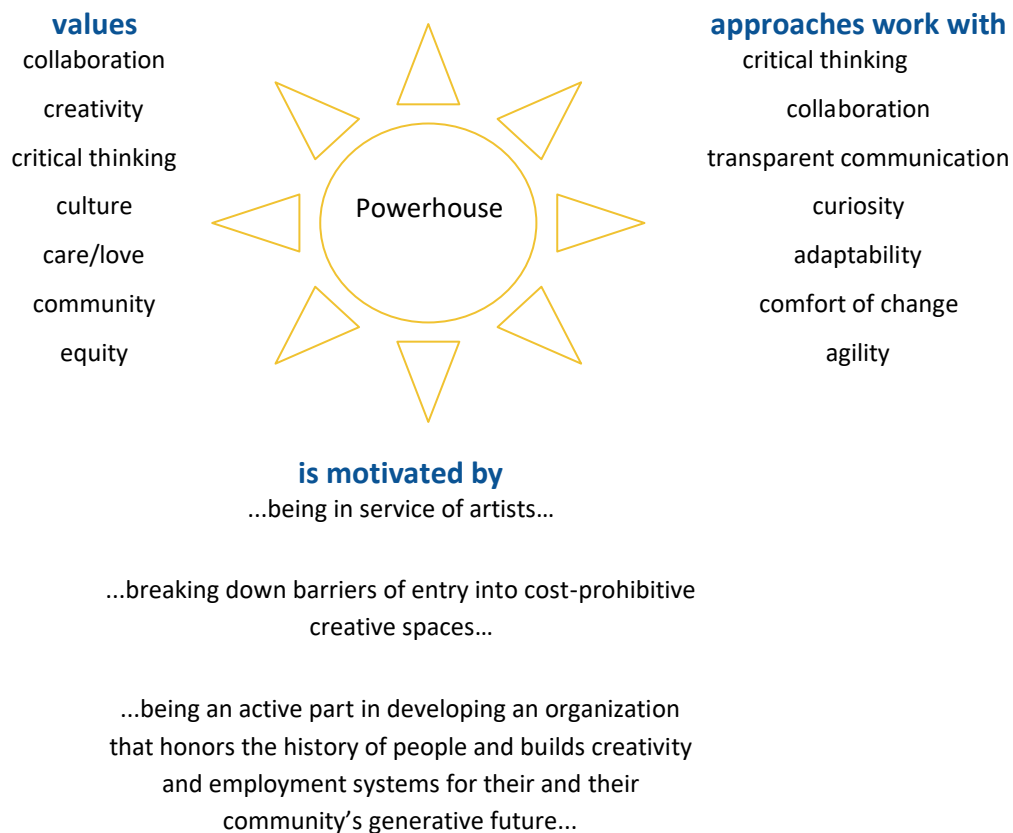
The greatest asset any institution has is its people.

Lisa Yancey

Appendices: Tools and Templates

Appendix 1: Desired team member qualities

Powerhouse team highlighted the values and characteristics that drive an existing or prospective Powerhouse team member.



Appendix 2: Value proposition

Below is a more expansive look at the Powerhouse team's discussion on the organization's value (categorized thematically) to candidates and employees.

Impacts

- Powerhouse is disrupting the existing pattern of arts and fabrication by democratizing access to high-cost manufacturing machinery. We are preserving the historic fabric of the Gowanus neighborhood and expanding opportunities to those who have never had them or lost them because of changing New York City socio-economics.
- Powerhouse facilitates pathways for people who feel locked out of the existing artworld so they can create and thrive.
- We are part of real change in promoting the economic feasibility of creative occupations.
- We have the tools to impact the communities around us and see the changes effectuated fairly quickly.

Brave/Safe Space

- We want every individual to feel empowered to bring their full creative selves to a place of work. Powerhouse creates environs where one can create, pursue their dreams, and thrive.
- We have the freedom to make and break things in a safe environment.
- We collectively build a space of ideation and experimentation.

Culture of Collaboration

- Powerhouse is built by collaborators. Everyone who comes onboard makes our creative enterprise.
- Our way is the collaborative-creative way.

Appendix 3: Guidelines for forming and training hiring committees

Forming hiring committees

Yancey Consulting proposes Powerhouse to consider establishing a hiring committee for all hirings.

1. Selecting committee members.

Research shows that diverse teams make smarter and better decisions. They reexamine facts, stay objective, and avert groupthink.¹⁷ Creating a hiring committee with members diverse in expertise, skills, education, tenure at the organization, and cultural backgrounds will reduce individual unconscious biases, provide a more expansive review of a candidate from multiple perspectives, will improve the quality of discussion, and ensure a greater organizational fit.

Organizations should not be limited to staff-only when thinking about the composition of a hiring committee. This is an opportunity to include individuals that Powerhouse wants to ally with or, simply, include experiences/expertise that might not be present among current staff.

There are no definite recommendations on the “perfect size” of a hiring committee. The recommendation is to size the committee to ensure diverse perspectives and effective team collaboration. Groups that are too big can induce counterproductive behaviors such as parasitism, interpersonal aggression, boastfulness, and misuse of resources.¹⁸ Some research suggests that most productive teams have between five and eight members.¹⁹ Not all hiring committee members have to be present at all interviews. It is proposed that small groups of one to three committee members interview different applicants and come together after conversations to discuss and vet candidates.

2. Inviting committee members & minding committee member capacity.

Serving on a hiring committee is an opportunity to network and bond with your colleagues, get to know external stakeholders, and be an active part in building the organization. Invitations should be personal and in-person, and clearly outline the time commitment and expectations for hiring committee members (like time needed to review unbiasing materials, frequency and length of meetings). Being part of a hiring committee should not be burdensome nor stressful as stress increases our personal biases.²⁰ Thus, the organization’s leadership should be mindful of adjusting the workload for individuals invited to be part of a hiring committee for that period of time.

¹⁷ David Rock, Heidi Grant. “Why Diverse Teams Are Smarter.” Harvard Business Review, November 4, 2016. Accessed [online](#) May, 2019.

¹⁸ Caroline Aubé, Vincent Rousseau, Sébastien Tremblay. “Team size and quality of group experience: The more the merrier?” *Group Dynamics: Theory, Research, and Practice*, 15(4), 357-375. Accessed [online](#) May 2019.

¹⁹ Paul Axtell. “The Most Productive Meetings Have Fewer Than 8 People.” *Harvard Business Review*, June 22, 2018. Accessed [online](#) May 2019.

²⁰ Tiffani Johnson. “Can stress in the ER increase unconscious racial bias?.” Children’s Hospital of Philadelphia, Policy Lab, May 16, 2016. Accessed [online](#) May, 2019.

All hiring should be made by three or more employees of the organization. The size of the hiring committee depends on the position that is being hired. Consider:

- **for positions with less responsibilities**, hiring committee could consist of three to four people:
 - manager of the department the position is in
 - staff member from that department
 - colleague from a different part of the organization and different responsibility level
 - HR person
- **for positions with medium level of responsibilities**, hiring committee could consist of four to six people:
 - manager of the department the position is in
 - one or two staff members from that department
 - two colleagues from a different part of the organization and different responsibility level
 - HR person
- **for positions with high level of responsibilities**, such as directors, hiring committee could consist of six to eight people:
 - manager of the department the position is in
 - two staff members from that department
 - two colleagues from a different part of the organization and different responsibility level
 - external community partner(s) that bring knowledge that might be limited or not present among existing staff
 - HR person

If community members or other allies are invited to be part of the hiring committee, compensation for members time should be discussed depending on the time commitment expected from the invitees.

3. Establishing shared understanding & agreements.

The organization's HR department should conduct a briefing session for all hiring committee members before the start of the recruitment process. All members should be aligned on the recruitment process and committee functions, vacant position goals and outcomes, the organization's hiring philosophy and have a strong grasp of how unconscious biases work.

Working in collaboration with the organization's HR officer, hiring committee have these usual functions:

- ensuring an unbiased recruitment and selection process, including reviewing unbiasing materials before starting committee's work

- finalizing the job position description drafted by the HR department in conversation with the department's, in which the new position will reside, staff member(s)
- developing a timeline and a search plan that outlines advertising sources
- conducting interviews, including reference conversations
- representing the organization and its values to the candidates
- documenting feedback based on standardized candidate ranking criteria
- providing a final recommendation to the HR office
- maintaining confidentiality throughout the search

Training: Unbiasing

Our brains receive millions of pieces of data every second, but only about forty are processed consciously.²¹ The brain takes a lot of unconscious shortcuts that help us organize the information. All people part of the recruitment process (committee or no committee) should know that all of us are biased, should understand how biases manifest, and should review unbiasing materials to establish shared knowledge of how we can be conscious about the unconscious.

Yancey Consulting proposes that all people involved in recruitment and hiring review the following materials to learn more about unconscious biases:

- [Project Implicit](#) - a joint project of psychologists at Harvard, the University of Virginia and the University of Washington that created a tool to demonstrate and measure individual unconscious biases [Implicit Associations Test; online interactive]
- [“Are you biased? I am.”](#) TEDxBasel talk by Kristen Pressner [8.48 mins; video]
- [A lesson in How to Overcome Implicit Bias.](#) NPR's Code Switch, April 2018 [4 mins; audio]
- [The neuroscience of implicit bias.](#) American Bar Association (n.d.) [21:11 mins; audio]
- [Immaculate perception.](#) TEDxSanDiego talk by Jerry Kang [13.58 mins; video]

²¹ “Unbiasing,” Google Re:work portal, accessed May 2019, <https://rework.withgoogle.com/subjects/unbiasing/>.

Appendix 4: Writing a job description

Job description elements

Job title
Overview of the organization
Employer value proposition
Description of the role
Responsibilities
Qualifications and/or “big plus”
Candidate profile or intangibles
Things you do not have to worry about
Compensation
Benefits
Work location requirements
Organization’s commitment to holistic justice statement Application
directions

What to consider when writing a job description?

Yancey Consulting proposes the following core guidelines to ensure job descriptions minimize biases, are approachable, and increase high quality candidate pool.

1. **Develop a position scorecard.**

Before you start developing a job description, consider creating a scorecard that outlines exactly what the organization wants the person to accomplish in the role. A scorecard works as a blueprint for evaluating candidates and will assist in ensuring that the job description is aligned with the organization's values and expectations for the position.

A scorecard has three key elements²²:

- *Position mission.* Ultimately, you want to have shared clarity with the hiring team on the core purpose of the job. What is the essence of the role? Keep it specific, short, and simple. Avoid jargon.
- *Desired outcomes.* When codifying desired outcomes for the position, list three to eight outcomes that need to be accomplished in the role. Rank them by order of importance to your organization. If the position does not lend itself for quantifiable outcomes

²² Based on Geoff Smart and Randy Street’s book *Who: The A Method for Hiring* (New York, 2008).

easily, use qualitative ones but ensure tracking of those outcomes is as objective and observable as possible.

- **Competencies.** This part of the scorecard defines how the organization envisions the new employee will operate and achieve desired outcomes. What are the skills and behaviors needed for the job? How should new hires approach their work? What are their values that make them an organizational fit? Use team member persona to guide this section.

Once the scorecard is complete share it with people who will work directly with the new person in the position to check for clarity and shared understanding. Your organization will use the scorecard in developing the job description, evaluating candidates against it and evaluating performance post-hire.

Fictional scorecard example:

Mission for HR Director			
To develop, implement, and steward comprehensive equitable hiring and employment policies that align with the organization's values. Train staff responsible for recruitment and hiring to achieve an 85% retention rate.			
Employment Type: Full-Time			
Outcomes			Rating & Comments
<ol style="list-style-type: none"> 1. Develop and implement comprehensive hiring practices by the end of second employment quarter. 2. Facilitate the hire of 100 employees in FY20 with an 85 percent retention rate for the first year of employment. 3. Develop and implement HR practices that foster inclusive organizational culture, where 95 percent of employees say they can bring their full selves to work by end of employment year two. 			
Competencies			
Approaches work with: <ul style="list-style-type: none"> critical thinking collaboration (builds relationships with others easily) transparent communication curiosity adaptability and comfort with change agility 	Values: <ul style="list-style-type: none"> creativity culture care/love community equity 	Other competencies: <ul style="list-style-type: none"> has HR knowledge has a strong and holistic understanding of the history and status quo of systemic injustices has strong ethical principles 	Is motivated by being an active part in developing an organization that honors the history of people and builds creativity and employment systems for their and their community's generative future.

2. Mind the language & other things applicants should not worry about

- *Center the candidate needs.* The language used in job descriptions matters. It not only represents the organization, but also affects the applicant pool. A study published in the Journal of Business and Psychology found that job postings that prioritized applicant needs over the organization's needs in describing the job role received almost

three times more applications than job postings that prioritized the institution's needs.²³ An employer's value proposition helps the organization to communicate to prospective employees how they would benefit from joining the institution.

- *Avoid coded language.* A study in the *Journal of Personality and Social Psychology* found that “that masculine wording in job advertisements leads to less anticipated belongingness and job interest among women. <...> Men were only slightly more likely to find the masculinely worded jobs more appealing than femininely worded jobs, and there was no effect of gendered wording on men's feelings of belongingness within the occupation.”²⁴ While this dual framework of masculine vs. feminine should be kept in mind, it is also important to hold the changing gender norms. Even a small pronoun can have a significant effect on how the organization positions itself and how candidates perceive the institution.
- *Use common vocabulary.* Stay away from industry and sector jargon. Unfamiliar language can be intimidating. Instead, use everyday language. Yancey Consulting proposes to include a section of “things you do not have to worry about” in the job description that explicitly encourages candidates to apply by adding statements such as:
 - If 80 percent of what you read fits you, apply!
 - If you are not professionalized in formal ways, but have the skills needed for the job, apply!
- *Consider different languages.* Take into consideration what language your targeted candidates speak. According to 2017 American Community Survey, out of almost 2.5 million Kings County (Brooklyn) residents five years and older, 45 percent speak a language other than English at home.²⁵ You might decide to translate job descriptions into languages that communities where you are sourcing candidates from use most frequently. If translating job postings, be clear if the organization is bi-lingual or not.

3. Be honest about job evolution.

- If you know that the position responsibilities might shift as the organization grows and matures, call it out. Be transparent about the evolution of the position responsibilities and time expectation, i.e., if the position is designed to be full time but might shift to flex, list it on the job description to prevent candidates having mistaken expectations.

²³ Joseph A. Schmidt, Derek S. Chapman, David A. Jones. “Does Emphasizing Different Types of Person–Environment Fit in Online Job Ads Influence Application Behavior and Applicant Quality? Evidence from a Field Experiment.” *Journal of Business and Psychology*, June 2015, Volume 30, Issue 2. Accessed [online](#) May, 2019.

²⁴ Danielle Gaucher, Justin Friesen, and Aaron C. Kay. “Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality. *Journal of Personality and Social Psychology*.” *Journal of Personality and Social Psychology*, March , 2011. Accessed [online](#) May, 2019.

²⁵ U.S. Census Bureau, [2017 American Community Survey](#) 1-Year Estimates.

4. **Minimize the number of must-have qualifications for the position.**

- *Limit the number of qualifications.* Research shows that men apply for a position when they meet 60 percent of the qualifications listed, whereas women apply if they meet 100 percent of them.^{27,28} Indicating required knowledge of a particular software, as an example, cuts your candidate pool. Consider noting “the ability to learn new tools quickly” to keep the eligibility of candidates open. You might decide to add a “big plus” category, which indicates a desire but not a requirement.
- *Nix the education requirement.* Listing an education requirement eliminates prospective employees that learn differently or have different life experiences. It also introduces biases associated with prestigious and less-so schools, and levels of formal education. The 2010 US Census indicates that around 35 to 36 percent of persons age 25 and older have a Bachelor’s degree or higher. Listing education requirements will limit candidate pool by almost two thirds.
- *Keep it short.* It is recommended to keep the job description relatively short as research suggests that people spend less than a minute reviewing a job post before deciding if it’s a fit.²⁹

5. **Include salary for the position.**

Vu Le, executive director of a nonprofit in Seattle and creator of the blog NonprofitAE.com said, “When you don’t disclose salary range on a job posting, a unicorn loses its wings.” This is a comedic way to relay the fact that not including salary range on a job posting, opens up possibilities of inequitable compensation tilted to the benefit of those with better negotiation skills, men, and Caucasians.

6. **Emphasize the organization’s commitment to holistic justice.**

While Equal Employment Opportunity Statement is required to be included by law. It is recommended to share a more authentic statement detailing the organization’s commitment to diversity, equity, inclusion, and accessibility.

²⁶ Tara Sophia Mohr. “Why Women Don’t Apply for Jobs Unless They’re 100% Qualified.” *Harvard Business Review*, August 24, . Accessed [online](#) on May 20, 2019.

²⁷ Maxwell Huppert. “5 Must-Do’s for Writing Inclusive Job Descriptions.” LinkedIn Talent Blog, April 9, 2018. Access [online](#) on May 16, 2019.

7. Check your biases.

- Ask yourself, are the qualifications too extensive? Does it include experiences that can be learned on the job? Is the language used gender-neutral and culturally inclusive?
- A list of masculine and feminine words can be found below. There is also software like Textio.com that brings attention to possible coded language such as “rock star” or “hacker.”

List of feminine and masculine words³⁰

Masculine words	Feminine words
Active	Affectionate
Adventurous	Child*
Aggress*	Cheer*
Ambitio*	Commit*
Anal*	Communal
Assert*	Compassion*
Athlet*	Connect*
Autonom*	Considerate
Boast*	Cooperat*
Challeng*	Depend*
Compet*	Emotiona*
Confident	Empath*
Courag*	Feminine
Decide	Flatterable
Decisive	Gentle
Decision*	Honest
Determin*	Interpersonal
Dominant	Interdependen*
Domina*	Interpersona*
Force*	Kind
Greedy	Kinship
Headstrong	Loyal*
Hierarch*	Modesty
Hostil*	Nag
Implusive	Nurtur*
Independen*	Pleasant*
Individual*	Polite
Intellect*	Quiet*
Lead*	Respon*
Logic	Sensitiv*
Masculine	Submissive
Objective	Support*
Opinion	Sympath*
Outspoken	Tender*
Persist	Together*
Principle*	Trust*
Reckless	Understand*
Stubborn	Warm*
Superior	Whin*
Self-confiden*	Yield*
Self-sufficien*	
Self-relian*	

Note. The asterisk denotes the acceptance of all letters, hyphens, or numbers following its appearance.

²⁸ Gaucher, Danielle, Justin Friesen, and Aaron C. Key. "Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality." *Journal of Personality and Social Psychology* 101.1 (2011).

Appendix 5: Talent sourcing

Guiding prompts to identify sources for candidates

- **Stay mindful.**
 - Review the job description and list any groups that could be disproportionately impacted by desired requirements. List any unintended consequences. Assess and codify what you will do to mitigate the impact. Revise the job description if needed.
 - Consider what native-language potential candidates might speak and what available access to digital spaces potential candidates might have.
 - Consider if a position should be posted internally only (to facilitate vertical and lateral career growth tracks), or if it should be open and competitive. Stay mindful of why the organization chooses this pathway.
- **Think creatively.**

Expand your thinking of how you can target diverse groups. You want to meet the candidates across platforms and spaces.
- **Mix it up.**

Always mix up sourcing channels to ensure a wide and inclusive pool of candidates.

Possible sourcing channels for candidates

Consider using a variety of channels in conjunction.

Personal networks

- Word of mouth
- Social media

Formal conventional sourcing pathways

- Organization's website
- Social media
- Job sites
- Recruitment agencies

Institutional networks

- Universities offering MFA and other degrees
- Historically Black Colleges and Universities (HBCUs), community colleges and schools with diverse body of students, alumni associations, and current job boards

- Specialized arts and culture organizations, such as The National Association of Latino Arts and Cultures (NALAC), Asian American Arts, National Urban League, The Native Arts and Cultures Foundation, New York Foundation for the Arts (NYFA), etc.
- New York City Immigrant and Refugee Employment Services and similar organizations
- **Professional networks**
- Professional associations and networks of professionals of color (e.g., Arab American Association Of New York, Association of Latino Professionals For America, the National Forum for Black Public Administrators, The National Black MBA Association, The Organization of Black Designers, Network of Arab-American Professionals), affinity groups within professional associations (e.g., Latinos and Planning Division, American Planning Association)

Grass-roots community outreach

- Multicultural centers and community organizations
- Community meet up online platforms, such as Meetup.com
- Community newspapers, blogs, and websites
- Job fairs in communities
- Community convening spots, such as places of worship, community centers, laundromats, barber shops/salons
- Open door days at the hiring organization

Appendix 6: Candidate interviewing

Interview flow

Establishing an objective interviewing process will limit search committee members' natural inclinations to react or connect with people based on social familiarity. Below are steps to support minimizing individual biases, avoiding assessing candidates with different filters, and preventing unsubstantiated recommendations to hire:²⁹

I. Before screening interviews

- Consider hiding all applicant names and age (if disclosed) as applications are received to eliminate any biases associated with names, gender, and age.
- To review incoming applications, consider creating vetting filters and placing each application in three categories: *fully meets criteria*; *partially meets criteria*; and *does not meet enough criteria*.
 - Sample vetting filters:
 - **Did the applicant follow application instructions?** If the applicant did not fully follow instructions, automatically label the application other than *fully meets criteria*. Note that if the majority of candidates did not follow instructions, the instructions themselves might not be clear.
 - **Does the applicant meet the minimum set criteria?** Consider having a list of minimum criteria pulled from the scorecard (if using) that are relevant to the position.
 - **Does the applicant meet most criteria on the scorecard (if using)?** Use the full scorecard to rank how an applicant scores based on their resume and cover letter (if part of an application).
- Consider setting a goal of applications in the *fully meets criteria* bucket. An employer should facilitate a robust number of applications. If the search process does not yield enough applications to meet internal goal, e.g., 20 *fully meets criteria* applications for high responsibility level position, consider extending the application timeline and adding additional sourcing channels or reaching out to applicants in *partially meets criteria* category.
- Finally, more than one person should always be involved in a hiring process. If there are too many applications for a hiring committee of three people (minimum hiring committee size recommendation) to handle, consider expanding committee and divvying up the applications.
- Ensure that all applications are reviewed with consistent criteria protocol.

²⁹ Based on Geoff Smart and Randy Street's book *Who: The A Method for Hiring* (New York, 2008).

II. Screening interview

- A screening interview is the first conversation with a candidate. It is a phone-based conversation to eliminate any biases triggered by visual cues. It also serves as a filter to identify candidates that are mutually aligned with the organization's culture.
- Consider hiding names on applications before the first call to minimize any implicit biases.

III. In-person/remote video interview

- This second interview is an opportunity to collect information and analyze candidates work history and behavioral patterns. Data collected helps the interviewer to gauge how the candidate might perform if engaged. It is proposed to ask about up to five questions about each job the candidate has held in the last fifteen (or less depending on the person's experience), starting with the earliest and finishing with the most recent job they held. The chronological order (earliest to most recent) helps prospects tell the interviewer their story.

IV. Focused in-person/remote video interview

- The third interview is recommended for positions for which an organization might need more nuanced information to make a decision. This conversation also offers an opportunity to include more team members in the interviewing process as well as focus more on specific competencies that a position might require.

V. Reference conversation(s)

- The last piece before making a decision is reference conversations. Identify people from the first in-person/remote video interview when the candidate shared their work history and ask the prospect to organize the calls.
- We recommend three to five reference interviews with supervisors, supervisees, and team members for positions that entail a lot of responsibilities. The applicant should provide names and contact information for references.
- Be mindful that new immigrants or new to the workforce candidates might have limited or no references in the United States. Accept all references equally.

Interviewing questions ³²

Below are sample questions for each phase of the interviewing process. All candidates should receive the same questions for consistent analysis.

Screening interview

Sample standard questions	Sample Powerhouse values driven questions
<ol style="list-style-type: none"> 1. Can you tell me a little about yourself? 2. Why are you interested in this job position? 3. What are your top five professional strengths? 4. What are your weaknesses? 5. Would you be able to provide references upon request? 	<ol style="list-style-type: none"> 1. What are your career goals? 2. Tell me what motivates you? 3. Tell me what frustrates you? 4. What are you really good at professionally? 5. What are you not good at or not interested in doing professionally? 6. Who were your last two to three bosses or people you had professional relationships with (such as a supervisor, teacher, mentor) and how will they each rate your performance on a scale of 1 to 10 when we talk to them? (Note: The word “when” is important as it indicates a definite action as opposed to “if.” People are more inclined to be truthful when they know that their references will be called.) Why do you think they would rate your performance at ____ [the number the candidate provided]?

³⁰ Ibid.

In-person/remote video interview

Sample introduction to ground the candidates during the second interview:

Thank you for taking the time to visit with us today. I would like to start by reminding us of the key expectations for the position [insert position title]. As we have already discussed when setting up this conversation, we are going to do a chronological interview to walk through each job you have held. For each job, I am going to ask you five core questions: What were you hired to do? What accomplishments are you most proud of? What were some low points during that job? Who were the people you worked with? Why did you leave that job?

Note: Consider sharing the conversation questions with the applicant via email or phone when setting up the interview time.

Sample standard questions	Sample Powerhouse values driven questions
<ol style="list-style-type: none"> 1. What is your greatest professional achievement? 2. Tell me about a challenge or conflict you've faced at work, and how you dealt with it. 3. How would your boss and co-workers describe you? 4. Why did you leave that job? 	<ol style="list-style-type: none"> 1. What were you hired to do? 2. What accomplishments are you most proud of? 3. What were some low points during that job? 4. Who were the people you worked with? Specifically, who was your direct supervisor? What was it like working with them? What will they tell me were your biggest strengths and areas for improvement? 5. Why did you leave that job?

Focused Interview

This is the space to include additional one to three team members in the hiring process. The team should be briefed and prepared to follow an internal script to ensure that interviews are structured and not redundant from previous interviews with the same candidate. Each team member can interview the prospect about a specific desired competency or skill. For example, adaptability is critical in Powerhouse's work, questions should be included to help assess candidate's comfortability with change. Focused interview usually serves as a decision-making conversation between a smaller pool of applicants.

Standard questions	Sample Powerhouse values driven questions
<ol style="list-style-type: none"> 1. Tell me about a time you went the extra mile for your job. How did you do it? 2. What was the last training you attended? How did you use your new knowledge in practice? 3. Tell me about the most significant project you worked on. How did you manage it, from start to finish? 4. How did you increase revenue at companies you worked for?³¹ 	<ol style="list-style-type: none"> 1. The purpose of this interview is to talk about _____. (Fill in the blank with a specific outcome or competency) 2. What are your biggest accomplishments in this area during your career or life experience? 3. What are your insights into your biggest mistakes and lessons learned in this area at work or home? 4. Tell me about the toughest situation (work or public life) you've ever been where having this competency helped you?

³¹ "Competency-based interview questions." [Workable.com](https://www.workable.com). Access July 2019.

Reference conversation(s)

Standard questions	Sample Powerhouse values driven questions
<ol style="list-style-type: none"> 1. Why did the applicant leave? 2. What are the candidate's strengths and weaknesses? 3. What makes the applicant a good fit for this job? 4. Would you recommend this applicant? 	<ol style="list-style-type: none"> 1. In what context did you work with this person? 2. What were the person's biggest strengths? 3. What were the person's biggest areas for improvement back then? 4. How would you rate their overall performance in that job on a 1-10 scale? What about their performance cause you to give that rating? 5. The person mentioned that they struggled with _____ in that job. Can you tell me more about that?

Recommended number of interviews

- **For high and medium level responsibility positions**, consider the full interviewing protocol: screening call; first interview; focused interview, and reference conversations.
- **For low level responsibility positions**, consider screening call; first, and reference conversations.

What not to ask?³⁴

- Age: Other than, "if hired," can a candidate produce proof that he or she is 18 years of age.
- Religion: If Saturday or Sunday is a required work day, you may ask candidates if they will have a problem working on those days.
- Sex: Be sure not to make gender-related assumptions about job capabilities. You may ask for the pronoun that the candidate prefers.
- Alcohol or Drug Use: The only allowable question relating to current or past drug or alcohol use is, "Do you currently use illegal drugs?"
- Race: All race-related questions are illegal.
- Culture/Natural Origin: You may ask if the individual can, "upon hire," provide proof of legal right to work in the United States OR you may inquire if someone is eligible to work in the country. You may ask about language fluency if it is relevant to job performance, i.e. what languages do you read, speak or write fluently?

³² This is meant for consideration and is not legal advice.

- **Disability:** You may ask if candidates can perform essential job functions, with or without reasonable accommodation; and you may ask them to demonstrate how they would perform a job-related function. You may require candidates to undergo a medical exam after an offer of employment has been made.
- **Marital/Family Status:** Questions about marital status and family issues are discouraged except as they relate to job performance.
- **Personal:** Avoid questions related to appearance, home ownership, and personal financial situation.
- **Professional or social affiliations:** do not ask about what clubs the person is part of, or what professional associations they belong to.

What to do if candidates volunteer information that is not relevant to the position?

If a candidate volunteers information that is not relevant (e.g., “I cannot work on Sundays because I go to church,” “I have to finish by 3PM as I have to pick up my kids after school,” or “You know how hard it is to be a parent, a partner, and a full-time professional.”), note that the hiring decision is based on qualifications relevant to the position and do not pursue any deeper explorations. By continuing conversations that cross into personal spaces, interviewers risk asking illegal questions and creating a bias that preferences people similar to them, e.g., “Oh, I also have a kid,” “I too, love soccer,” “My mother was an immigrant too.” Such follow up information that is not relevant to the job will diverge from tracking how a candidate fares against the scorecard.

General interviewing guidelines

- **Make the unconscious conscious.**

Ensure that all team members involved in recruitment and hiring are aware and familiar with unconscious biases, and how they manifest in our lives. Remember that candidate’s appearance, name, origin, accent, and experiences might trigger stereotypes (positive and negative) and prejudices. This might affect how and what team members listen for during a conversation with a candidate, resulting in over-scrutiny, too lax-evaluation, or shifting criteria for evaluation. After interviewing a candidate, take time to reflect if any of your impressions/opinions might be triggered by unconscious biases. First impressions are not an objective metric nor is “gut feeling.” Use position scorecard to stay on track on candidate evaluation.

- **Set expectations.**

Every interview should start with an overview of the meeting/call to align expectations between a candidate and interviewer. Consider sharing interview protocol with the candidate prior to the conversation.

- **Ask follow up questions.**

The interviewer should always continue exploring candidate’s answers with follow-ups, such as “What? How? Tell me more.” The goal is to move away from prepared or generic answers to authentic

and evidence-based experiences, competencies, and skills. Do not fill in the blanks with assumptions as they are a product of our socialization. Push for evidence.

- **Don't be afraid to interrupt.**

At multiple points during conversations with a candidate, an interviewer will have to interrupt to guide the conversation back to the question being discussed. Do not shy away from doing so. Offer gentle transitions, like “To be mindful of time, why don't we move on to a different topic?”

- **Invite team members to join.**

There should always be at least two interviewers, including screening calls. One asks questions, and another takes notes. More team members should be included in the third interview, expanding the pool of decision makers about who gets hired. When inviting more team members from the hiring committee or department where the new position will be, always start with a team debrief and affirmation of the script for the upcoming interviews.

- **Agree on a script.**

Everyone should know their role and stick to it. To minimize biases and to be able to effortlessly compare candidates on the same data points, implement structured interviews in neutral environments. For example, having an interview in a collectively shared office space without partitions might be too intimidating for a candidate.

- **Document your feedback immediately and before you discuss it out loud.**

Consider dedicating time before the interviews to prepare with the team and taking fifteen minutes after the interview to record your personal feedback. We forget, remember incorrectly or fall into groupthink. Write down feedback right away. At the end of the day, the team should debrief with a discussion of the candidates, and make the decision of who proceeds to the next conversation.

Ranking system for candidates

To stay objective, the hiring committee needs to have clear criteria for evaluating candidates that the committee has developed and affirmed together. You can use the position scorecard that was created for the job description to evaluate candidates. Consider how a candidate's skills, competencies, and motivations match the scorecard outline. If you believe with 90 percent confidence that the interviewee can achieve the outcomes on the scorecard, rate them as A (or any high evaluation mark agreed by the hiring committee). When the information that you collected does not support this conclusion, rate lower than the highest mark. Conduct the same analysis for each outcome, competency, and motivation. Ultimately, if you are 90 percent or more confident that the candidate can succeed in fulfilling outcomes on the scorecard, and you are 90 percent or more confident that the candidate will be a good organizational culture fit because their competences, motivation, and values match the scorecard, you have arrived at your choice of candidate.³⁵ See the sample below.

³³ lb

Mission for HR Director

To develop, implement, and steward comprehensive equitable hiring and employment policies that align with the organization's values. Train staff responsible for recruitment and hiring to achieve an 85 percent retention rate.

Employment status: Full-Time

Outcomes	Rating & Comments (Assign A through C, where A indicates 90% or more confidence that the candidate possesses the ability/skill/ attribute/competency)
1. Develop and implement comprehensive hiring practices by the end of second employment quarter.	
2. Facilitate the hire of 100 employees in FY20 with an 85 percent retention rate for the first year of employment.	
3. Develop and implement HR practices that foster inclusive organizational culture, where 95 percent of employees say they can bring their full selves to work by end of employment year two.	

Skills & Competencies

Approaches work with:	Rating & Comments	Values:	Rating & Comments	Other competencies and skills:	Rating & Comments	Is motivated by	Rating & Comments
<ul style="list-style-type: none"> critical thinking collaboration (builds relationships with others easily) transparent communication curiosity adaptability and comfort with change agility 		<ul style="list-style-type: none"> creativity culture care/love community equity 		<ul style="list-style-type: none"> has expert HR knowledge has a strong and holistic understanding of the history and status quo of systemic injustices has strong ethical principles 		<ul style="list-style-type: none"> being an active part in developing an organization that honors the history of people and builds creativity and employment systems for their and their community's generative future. 	

Other Comments

Appendix 7: Offer letter

It is a good practice to provide an offer letter via mail or electronically to a candidate. An offer letter is not an employment contract nor a job description. It affirms the organization's interest in hiring the person pending any contingencies such as legal status to work and communicates the candidate's interest to join the company.

Elements of the initial offer of employment

- ☐ Welcome to the organization
- ☐ Job title, description, responsibilities, and competencies
 - o scorecard information such as position mission, expected outcomes, and competencies discussed during the interviews
 - o time commitment: whether it is a full-time, part-time or flex position
 - o start date, and initial term if collectively agreed
 - o work location: indicate if remote options are available
 - o reporting structure
 - o at-will employment clause. New York state is at-will employment state allowing the employee or the organization to terminate employment at any time
 - o adaptability clause. Note that responsibilities might shift or can be substantially modified, decreased, or increased at any time
- ☐ Compensation and benefits
 - o annual salary, frequency of pay
 - o organization's policy on raises
 - o offered benefit package
- ☐ Company policies
 - o key policies such as time off, sick leave, professional development, maternity/paternity leave (do not include the whole employee handbook)
- ☐ Confidentiality and non-compete agreement
- ☐ A list of contingencies
 - o proof of the employee's right to work in the U.S as required by law
 - o any background checks if work is with children

Example of an offer letter/template

May 21, 2019

Kyle Love
98 4th Street #406
Brooklyn, NY 11231

Dear Kyle,

Congratulations! We're delighted to offer you the position of HR director at Powerhouse.

[State value proposition]

We believe that creativity is life. We are looking for people who want their work to be a brave place for creation, reflection, collaboration, and play. In everything we do, we affirm and sustain the transformative potential of human imagination, bringing it into balance with the social and natural environment around us.

[Speak to desired team persona and why the candidate and the organization are a good match] All of our conversations spoke to the values we share, and the breadth and depth of your expertise in human relations and competencies that we value at Powerhouse. We think that you will thrive being part of our team.

[Restate key roles and responsibilities from score card, and affirm reporting structure]

You'll work with West Balliol, focusing your efforts developing and stewarding organizational valuesaligned and equitable HR recruitment and employment practices. You will lead the people's operations department and be reporting to our CEO, Joy Mercia. As our organization evolves, your responsibilities might shift at any time. For your reference, a copy of the current job description is enclosed. Performance review conversations will be reviewed bi-annually by a team of crossdepartmental staff.

[Share about benefits]

Your role includes 20 paid vacation days, increasing to 25 after two years of employment and unlimited sick and healthcare days. You'll also receive additional benefits in the form of health insurance for you and your family, employer matched 403b retirement plan, transportation benefits, and work-from-home opportunities.

[Indicate start time, location, and compensation]

Should you accept our offer, your first day of work will be September 1, 2019 at our Brooklyn, NY office. As we discussed, this is a full-time position with an annual salary of \$160,000. You will be paid \$4,275 bi-weekly.

[Note employment terms and contractual obligations]

Your employment with Powerhouse will be on an at-will basis, and our offer is contingent upon reference checks and proof of employment eligibility. You will be required to sign a nondisclosure and non-compete agreement, should you decide to accept our offer.

[Indicate next steps]

If you'd like to join our team, please sign, date, and return your copy of this letter by August 9, 2019. Once we've received your response, we'll send you a formal contract of employment.

Please feel free to reach out if you have any questions. We are excited to welcome you to Powerhouse.

Yours sincerely,
Skye Watson

Signature

Date

If you'd like to accept our offer, please sign below and return this full document to us via email or mail by August 9, 2019.

I, _____[insert name], accept employment offer for HR director position at Powerhouse pending reference checks and proof of employment eligibility.

Signature

Date