# Collaborative Hiring Guide

## **Hiring as a Team**

Recruiting has the potential to impact far beyond simply filling an open position – it also shapes the growth and evolution of a council, determines future learning and collaboration opportunities, and impacts what the day-to-day culture can feel like for a team.

Embracing the broader implications of hiring highlights the importance of involving current staff members in the process. Intentionally inviting the perspectives of existing staff members can evolve recruitment into a connecting experience that both reflects and builds your council’s culture. Hiring collaboratively fosters a participatory group environment that can also lead to better overall team satisfaction and retention.

Although this guide includes a few ideas of how to involve staff and board members in the recruiting process, every team is unique! It’s important to customize your recruitment strategy to best suit the needs of your specific team and council culture.

Note: for the purposes of this guide, “hiring team” refers to the group actively involved in reviewing resumes and selecting candidates and “staff” refers to existing staff members.

## **Choosing a Hiring Team**

A hiring team is typically made up of the person this new position will be reporting to and at least two other members. Hiring teams may include:

* board members
* longtime supporters/volunteers
* local partners
* HR or hiring professionals from your local network
* members of the current staff team

When building a hiring team, invite people who are in alignment with the values and mission of the organization but who can also bring a difference of perspective to the recruitment. While synergy is important, we don’t want to create an echo-chamber, so actively seek out differences of opinion, encourage and make space for it in your conversations and normalize the practice of questioning each other on our instincts and choices. Everyone sees potential in a different way and there is so much to be learned through this process - not only about the candidates, but about each other! Lean into it.

If you are hosting an ED recruitment, select one member of the board to be the hiring lead. For all non-ED recruitments, the hiring lead is the manager this role will be reporting to. The hiring lead will serve as primary point of contact and organizer/facilitator for touchpoints throughout the process.

## **Feedback Equity**

Personality types, communication styles, and introverted/extroverted tendencies all come into play in this process, so think creatively about how to ensure equity in the recruitment discussions. Consider putting a structure in place that carves out equal space for less outgoing, more introverted voices. A few ideas to consider:

* Ask hiring team members to choose their top three candidates. Designate points based on rankings, with three points for being listed first, two for second and one for third. This quantifiable approach gives each team member equal voting power in determining which candidates to advance.
* Allow each hiring team member to elect 2-3 candidates to progress to the next stage, no group consensus necessary.
* Create an anonymous feedback form using Microsoft Forms or Survey Monkey to disseminate to the hiring team. Review feedback together as a team.

## **Involving Staff in the Hiring Process**

Integrating the perspectives and values of staff members is a great opportunity to shape a recruitment process reflective of the team’s authentic culture. This can take shape in a variety of ways and even if staff members aren’t physically present for an interview, we can incorporate their ideas and values in the conversation. A few examples:

* Each staff member notes 2-3 qualities or skills they most desire in a chosen candidate. Integrate those into (a) the job description and (b) the interview questions. Make sure to share those additions with your staff members to demonstrate how their values are being represented in the process.
* Ask staff to submit questions they would like included in the interviews. Use those questions to compile an initial interview question bank for the hiring team to supplement and refine.

When talking with applicants, feel free to share the ways the perspectives of the team have been represented in this process! Ex:

*“We are a very collaborative team here at Girls on the Run and you’ll see that shine through during this process. The questions we’ll discuss during our time together were put together by our staff, with each team member submitting questions reflective of their values and hope for this role.”*

The best way to communicate our culture is by actively demonstrating it in how we shape the interview process. For applicants, there’s a big difference in hearing the words “We have a collaborative culture!” and actively experiencing the hiring process as an intentionally collaborative process. Shaping an inclusive, team-centered recruitment doesn’t just make our team stronger - it positions us to make an impression on applicants that transcends beyond the hiring process to foster respect for our organization and admiration for not just what work we do, but for the ways we keep our core values at the center of how we do it.