



Collaborative Hiring Guide

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

Embracing the broader implications of hiring highlights the importance of involving a wide variety of people – current staff members, board members, and even volunteers – in the recruiting process. Intentionally inviting the perspectives of council 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.

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.

Assembling 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:

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

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, avoid creating an echo-chamber by actively seeking out differences of opinion, and make space for it in your conversations. Normalize the practice of questioning each other on your 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.

If you are hosting an ED recruitment, select one member of the board to act as the hiring lead. For all other recruitments, the hiring lead should be the manager the 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.

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- 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. Even if staff members aren't physically present for an interview, there are opportunities to 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.

The best way to communicate your culture is by actively demonstrating it in the interview process. For applicants, there's a big difference in hearing the words "We have a collaborative culture!" and actively experiencing the interview as an intentionally collaborative process.

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."

Shaping an inclusive, collaborative recruitment not only makes the team stronger, but also makes an impression on applicants that fosters respect for the ways our organization keeps our core values at the center of all we do.