



# Hiring Toolkit

Computer Numerically Controlled

## CNC Machine Operator



**Customizable, Ready-To-Use Resources**

### Included in this toolkit:

- **An inclusive, skills-based job posting**
- **Sourcing channels to reach a more diverse set of candidates**
- **Resume screening guide**
- **Skills-based interview guide and evaluation rubric**
- **Interviewee selection tool**
- **Onboarding plan**

The Rework America Alliance has developed resources to help employers adopt more inclusive, skills-based talent management practices, helping employers to remove bias from the hiring process, better recognize the capabilities of candidates, increase diversity, and support their local communities.

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## About the Rework America Alliance

The **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others. Alliance partners are working together to get people without a college degree into better-paying jobs that provide opportunities for career growth. In particular, the Alliance is working to support Black and Latino workers who face some of the most challenging barriers to economic mobility.

## What are Inclusive, Skills-Based Practices?

Rather than relying on education, credentials, past experience, and other proxies for ability, a skills-based strategy recognizes that there are many ways to acquire knowledge and ability. Skills-based practices help employers identify and articulate the skills needed in a role and build processes for assessing and validating those skills.

Implementing inclusive skills-based hiring practices can help employers reduce bias and increase diversity, identify and articulate the skills needed in a role, fill skill gaps, support career development, reduce turnover rates, and open the door to more skilled employees from various backgrounds and industries.

Research has shown that hiring based on skills is 5x more predictive of future performance than hiring for education and 2.5x more predictive than hiring for work experience.

### What is Included in the Toolkit

This toolkit has customizable, ready-to-use resources to help you take a skills-based approach to sourcing and hiring talent.

- **Skills-Based Job Posting:** Customizable job postings highlighting role-specific skills with inclusive language. Designed to engage candidates and attract a diverse talent pool.
- **Resume Screening Guide:** A candidate selection rubric containing role-specific skills, focusing on the skills new hires need. Helps to remove bias in the screening process.
- **Interview Guide and Evaluation Rubric:** Questions specifically designed to assess skills, with a rubric for evaluating responses. Asking all candidates the same skills-based questions reduces bias and makes it easier to compare candidate responses.
- **Interviewee Selection Tool:** An interview question comparison guide enabling hiring teams to assess interviewee scores across skill areas. The tool focuses conversations on candidate skills and abilities.
- **Onboarding Plan:** A sample skills-based plan to get new hires up to speed.
- **Sourcing Channels:** Starter lists of job boards, career fairs, and other channels to diversify and improve candidate pools.

Learn more with the Rework America Alliance's [Skills-Based Sourcing & Hiring Playbook](#)

A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

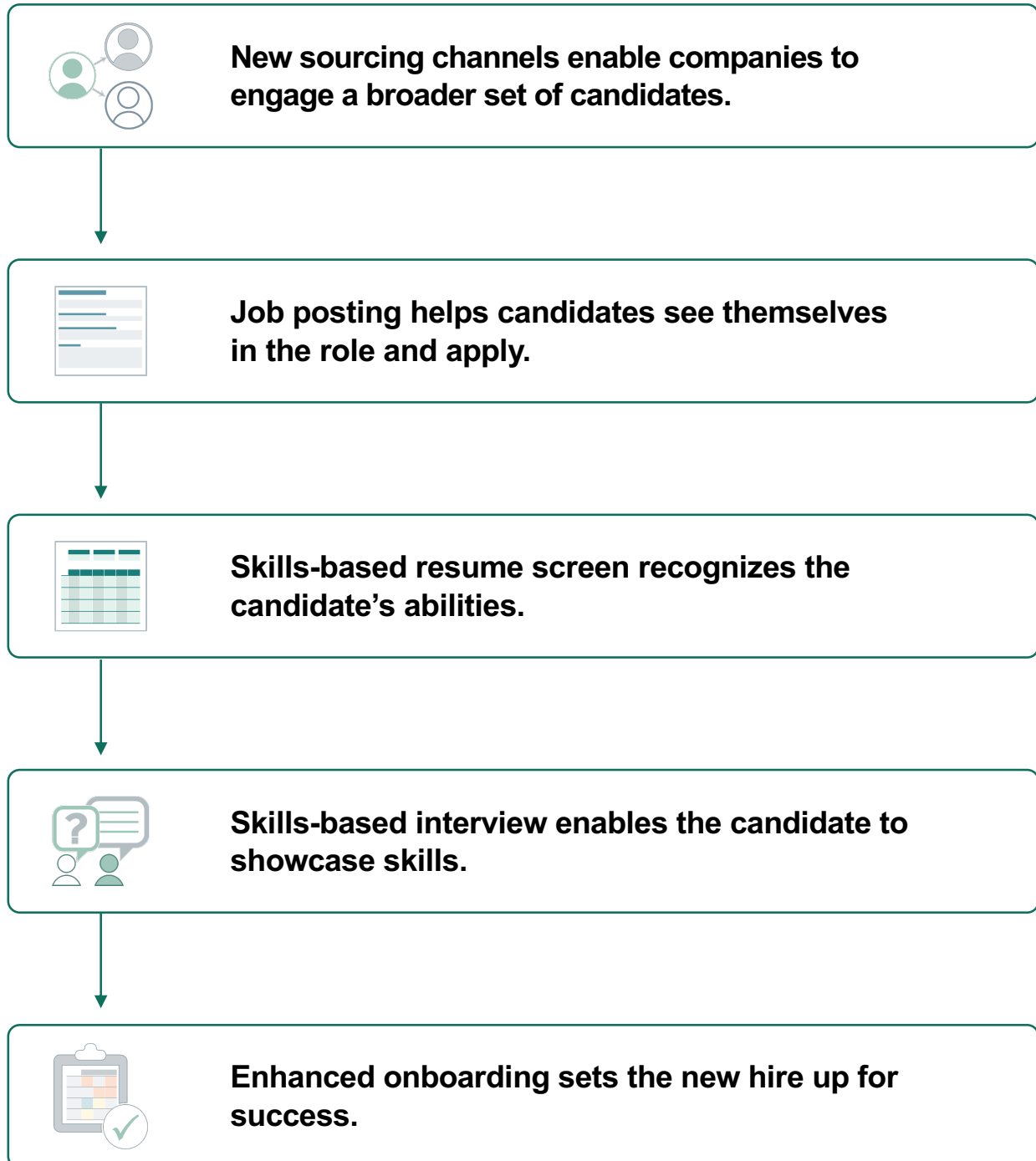
# A Skills-Based Approach in Action



## Focusing on Skills Helps Job Seekers and Employers

Where a pedigree-based approach tends to result in new hires with the same background and experiences as existing staff, a skills-based approach enables organizations to leverage a wider talent pool and build a more diverse and high-quality workforce.

This approach also enables workers to see how their experiences and skills could help them succeed



# Skill Comparison Guide



Limiting your requirements to what is truly needed increases your chances of finding a candidate with the skills needed to get the job done.

## Occupational vs. Foundational Skills

### Occupational Skills

Skills are **specific to an industry or job**. These skills are the Occupational skills a person needs to perform narrowly defined tasks and duties.

### Foundational Skills

Skills are **professional knowledge and skills that are transferable** from one job to another and across industries.

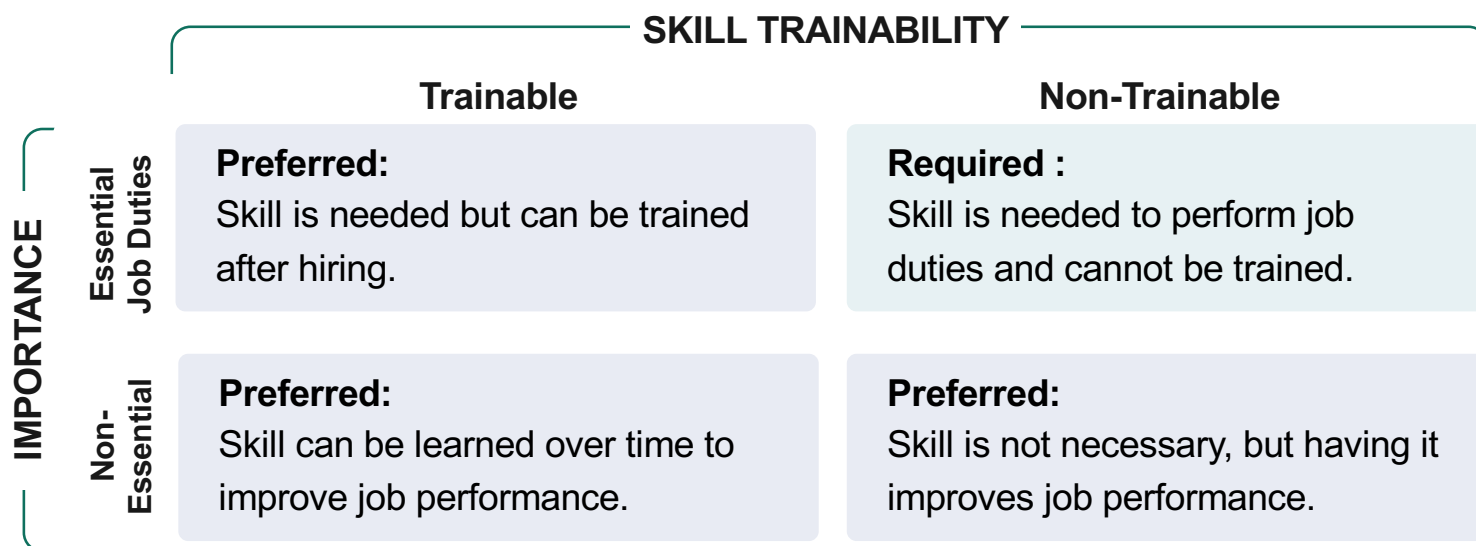
## Required vs. Preferred Skills

### Required Skills

Skills that are **necessary to perform essential job duties** at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities.

### Preferred Skills

Skills can be **trained during onboarding** and/or are used to perform non-essential job duties.



## Expanding Sourcing Channels Enables You to Reach Untapped Pools of Talent

Traditional sourcing strategies focus on a narrow set of colleges, job boards, and peer companies. The result is a homogenous candidate pool, inflated recruiting budgets, and lower retention as companies compete over a small subset of the workforce. Expanding your sourcing channels enables you to reach untapped pools of talent, leading to better and more diverse hiring.

The information below provides a starter list of job boards, community organizations, and other tools to help reach and engage a more diverse candidate pool.

**The following are examples of organizations available for partnership to help you diversify your talent pipeline and tips and suggestions for working with them.**

### Job-readiness organizations

- [UnidosUS](#)
- [National Urban League](#)
- [Goodwill](#)
- [Rural LISC](#)

Screening and training provided for employability and job-specific skills

### Support existing apprenticeship and pre-apprenticeship programs

- [The U.S. Department of Labor – Apprenticeship Site](#) is a good source to help you develop and launch an apprentice program.

### Virtual career fairs and job boards designed for specific populations:

- **Applicants with disabilities:**  
[Recruit Disability](#), [Hire Autism](#), [Blind Institute of Technology](#)
- **Veteran applicants:**  
[Veteran Recruiting](#),
- **Applicants with criminal records:**  
[National Employment Law Project](#)
- **LGBTQ applicants:**  
[Out for Undergrad](#), [Pink Jobs](#), [Campus Pride](#), [Out & Equal](#)
- **Black and Hispanic applicants:**  
[Jopwell](#), [Diversity.com](#), [PDN Recruits](#), [iHispano](#), [Black Career Network](#), [Black Jobs](#), [Hispanic/Latino Professionals Association \(HLPAA\)](#)
- **Female applicants:**  
[Fairygodboss](#), [PowerToFly](#), [Career Contessa](#) (focus on millennials), [Female Executive Search](#) (focus on C-level candidates), [The Mom Project](#)
- **Immigrant and refugee applicants:**  
[Upwardly Global](#), [Amplio Recruiting](#)

# Job Posting Template



## Why Inclusive, Skills-Based Hiring Matters

### Struggling to attract a diverse, job-ready candidate pool?

Your job posting could be turning top candidates away.

An inclusive, skills-based job posting removes bias-prone credential requirements that dissuade potential candidates – especially those from more marginalized communities – from applying.

It replaces them with descriptions of the responsibilities of the role and the skills needed to succeed, enabling candidates to visualize how their background and abilities might translate to the job. It also provides additional detail on the role, workplace culture, and compensation.

For additional job posting support visit: [generator.skillful.com](https://generator.skillful.com)

The Skillful Job Posting Generator is a free online tool to help identify the skills and competencies required for a job and incorporates those skills into a simple job posting format.

### Want to learn more about how to write an inclusive, skills-based job description?

📍 Check out the Job Description section of our [Sourcing & Hiring Playbook](#)

#### Instructions for use:

- Add company-specific elements to the job posting, including a company overview and job details (e.g., salary, benefits, location).
- Review list of required and preferred skills and their definitions. Adjust as needed.
- Share final draft with a diverse set of employees to gather feedback and spot potential bias.
- Begin sourcing candidates. Add to your company website, distribute to partners, and post with a diverse set of sourcing channels.

# Job Posting Template

## CNC Machine Operator



**This toolkit model is an example of how to structure a skills-based job posting. Everything included in this toolkit can be tailored to each company's own needs.**

### Company Overview

<Please insert a paragraph talking about your company and what makes it unique. Include details that capture the core values, culture, and mission of your company so job seekers understand the environment they will be working in.>

### Job Summary and Responsibilities

A CNC Operator, or CNC Machine Operator, is responsible for overseeing the daily functions of manufacturing machinery. Their duties include running tests before the start of operations, programming and monitoring machines when assembling products, and inspecting machinery at the end of each shift to identify parts needing repair.

<Add any additional responsibilities or changes relevant to this role at your company.>

### Example Activities

- Operating, inspecting, cleaning, and maintaining CNC machines; performing drilling and grinding tasks; milling, and lathing.
- Performing daily maintenance on the machinery.
- Setting up or programming the computer responsible for the machinery.
- Reading and understanding specifications of blueprints, mechanical drawings, and other technical documents.
- Inspecting the machinery and finished products; measuring and comparing them to the quality requirements and tolerances set forth for the job.
- Complying with all safety guidelines and protocols when handling materials.
- Participating in periodic training and safety classes.
- Working with CAD (computer-aided design) and CAM (computer-aided manufacturing) programs.



# Job Posting Template

## CNC Machine Operator



### Required Skills

#### Required Occupational Skills

- **Operations Monitoring:** Assessing your performance or the performance of others to make improvements to the efficiency of a machine or take corrective action; ensuring machinery is working properly (such as using CAD or CAM, watching gauges, dials, or other indicators).
- **Quality Control Analysis:** Conducting tests and inspections of products, services, or processes to evaluate quality or performance (i.e., calibrating equipment).
- **Equipment Maintenance:** Performing routine maintenance on equipment, determining when and what kind of maintenance is needed, and troubleshooting or fixing issues.

#### Required Foundational Skills

- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one, using technical common sense to inform decisions.
- **Attention to Detail:** Paying close attention to detail when working with machinery and while undertaking other tasks (reading blueprints, models, calipers, gauges, etc.).
- **Communication Skills:** Listening and following directions, asking questions when they arise, and explaining things clearly to supervisors, subordinates, and peers.
- **Complex Problem Solving:** Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

### Preferred Skills

#### Preferred Occupational Skills

- N/A

#### Preferred Foundational Skills

- **Adaptability:** Being adaptable to frequent changes in the work environment, prioritizing competing demands and unexpected production delays.
- **Active Listening:** Giving full attention to what other people are saying to fully understand their point of view; asking questions as appropriate and not interrupting.
- **Time Management:** Determining how long a task will take to work efficiently; investigating each step in the process, such as load times of raw materials, time needed to set up the different tools, etc.
- **Office Management Tools (Computer Fundamentals):** Understanding and using multiple end-user software packages and cloud solutions (including business productivity suites such as Microsoft Office or Google Docs).

# Job Posting Template

## CNC Machine Operator



### Required Certifications *Note: Insert required certifications but only if truly required.*

N/A – Very few job postings ask for certifications. Most companies have in-house training programs and hire people using minimal job requirements (HS diploma).

### Job Details

**Location:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Salary / Pay Range:** \_\_\_\_\_

**Benefits:** \_\_\_\_\_

**Full / Part-Time:** \_\_\_\_\_

**Travel Required:** \_\_\_\_\_

**Nights or Weekends:** \_\_\_\_\_

**Remote / In-Person:** \_\_\_\_\_

**Physical Work:** \_\_\_\_\_

**Additional Details:** \_\_\_\_\_

### Inclusivity Statement

<We are committed to creating a diverse and inclusive environment and are proud to be an equal-opportunity employer. All applicants will receive consideration for employment without regard to race, creed, color, national origin, religion, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, age, marital status, physical or mental disability, predisposing genetic characteristics, sexual orientation, domestic violence victim status, military status, or veteran's status.>

# Resume Screening Guide

## Why Inclusive, Skills-Based Screening Matters

### Don't overlook the best candidates.


Traditional screening approaches are time-consuming and bias-prone.

Many of your top candidates, especially those from diverse backgrounds and those without a 4-year college degree, never make it to the interview stage.

Inclusive, skills-based screening focuses on whether candidates have the skills necessary to do the job regardless of where those skills were acquired.



### Want to learn more about taking a skills-based approach to screening candidates?

 Check out the Screening section of our [Sourcing & Hiring Playbook](#).

#### Instructions for use:

- Ensure all required skills listed in your job posting are included in the left column of the guide.
- Share the resume screening guide with the team involved in resume reviews. To help protect against bias, where possible have multiple team members from different backgrounds and departments review resumes.
- Use the screening guide to inform which applicants advance to the next round of the hiring process. If using multiple reviewers, discuss any discrepancies between their evaluations.

## CNC Machine Operator

### Instructions for use:

- Use a chart like the one below to track whether a resume contains evidence of required skills.
- Scan through each resume to determine whether the candidate demonstrates the skill, is missing the skill, or if it is unclear.
- Appropriately mark resumes against each skill and use the chart to compare resumes and help select candidates to interview.
- Some skills are easier to identify in a resume than others. Focus on required skills that you can reasonably expect to identify in a resume.

Identify whether this skill is:	<b>Demonstrated</b>	<b>Missing</b>	<b>Might Have</b>
	Y (or) ✓	X	?

Required Skills To Evaluate:	Candidate / Resume #									
	1	2	3	4	5	6	7	8	9	10
Operations Monitoring										
Quality Control Analysis										
Equipment Maintenance										
Judgment and Decision Making										
Attention to Detail										
Communication										
Complex Problem Solving										

*Preferred skills should not be evaluated at the resume screening stage.*

# Interview Guide & Evaluation Rubric




The interview process is one of the points in the recruiting process in which the greatest number of qualified, diverse candidates and candidates without a 4-year college degree are unintentionally screened out as interviewers select candidates most like themselves or those already in the organization.

This process prevents employers from hiring the best talent and adding diversity to the organization.

An inclusive, skills-based interview works to combat “like-me” bias by providing a structured, consistent approach that focuses on the skills new hires need to possess for the role and ensures all candidates are asked the same questions.

Scoring candidates on a consistent 1-5 scale for each skill further ensures interviews are focused on evaluating critical skills.

## Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#)

### Instructions for use:

- Review the list of required and preferred skills in your job posting. Ensure there is at least one interview question to evaluate each skill.
- Review the list of questions and evaluation rubric in the template. Adjust as necessary.
- Share the interview guide with a diverse set of employees for feedback to help spot bias.
- Ensure all candidates are asked the same questions to reduce bias and make it easier for interviewers to compare candidates. Complete the evaluation rubric during, or immediately following, the interview.

# Interview Guide Template



## CNC Machine Operator

### Instructions for use:

- Each question in this guide is designed to evaluate a specific required skill for the job.
- Take notes as needed for each question and record interview responses.
- Make sure to ask all candidates the same questions to make it easier to compare their abilities.
- Assign a numerical score for each question using the rubric as a guide.

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Interviewer Name: \_\_\_\_\_ Total Score: \_\_\_\_\_

### Required Skill: **OPERATIONS MONITORING**

**QUESTION: Tell me about at time when you had to monitor aspects of your job. What were you observing, and what did you do to ensure everything worked properly and efficiently?**

Rating	Description of Rating
1	<b>Lowest</b> Candidate failed to provide a response.
2	Example provided failed to adequately address the scope of the question.
3	Example described the process of observing different aspects of the job but was not clear and did not show how the candidate worked efficiently.
4	Example provided clearly described observing different parts of the job and how they all work together but did not show how they worked efficiently.
5	<b>Highest</b> Could provide a clear understanding of assessing various aspects of the job, other individuals, and equipment so that all was working successfully to produce quality products.

### Required Skill: **QUALITY CONTROL ANALYSIS**

**QUESTION: Describe a time when a piece of equipment was not working correctly. How did you notice this?**

Rating	Description of Rating
1	<b>Lowest</b> Did not demonstrate the ability to adequately monitor machinery.
2	Mentioned how the machine was not working correctly but did not mention how they were made aware of the issue or why.
3	Described how a machine was not working correctly and that they had inadvertently noticed the issue.
4	Described how the machine was not working correctly, noticed by tests/ inspection of machinery, but did not evaluate the issue.
5	<b>Highest</b> Described how, through conducting tests and inspections of machinery, they noticed it was not working as it should and made an evaluation of the situation.

# Interview Guide Template

## CNC Machine Operator



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Required Skill: **EQUIPMENT MAINTENANCE**

**QUESTION: Describe the types of routine maintenance checks you have undertaken on CNC machines or similar, and how you have worked to troubleshoot the cause of any issues and fix the problem.**

Rating	Description of Rating
1	<b>Lowest</b> Did not demonstrate the ability to perform routine maintenance checks on any machinery.
2	Described a well-thought-out plan but did not provide a relevant example.
3	Discussed routine maintenance checks but did not mention how they were able to troubleshoot issues.
4	Demonstrated understanding of how to perform routine maintenance checks, including attempting to troubleshoot the problem but was unsuccessful in solving the issue.
5	<b>Highest</b> Demonstrated knowledge of performing routine maintenance, troubleshooting any issues, and implementing a solution.

Required Skill: **JUDGMENT AND DECISION MAKING**

**QUESTION: Give an example of a situation when you did something at work to solve an unforeseen issue. What was the initial problem and the outcome?**

Rating	Description of Rating
1	<b>Lowest</b> Demonstrates no methods of judgment or decision making based on a given situation.
2	Identifies an issue but did not demonstrate any analysis of the problem.
3	Identifies and analyzes an issue but could not show potential solutions.
4	Identifies an issue and demonstrated a thorough analysis of options that could resolve the problem but could not determine the most appropriate action.
5	<b>Highest</b> Identifies an issue, demonstrates analysis of the problem, proposed solutions; and determined the best action to take to resolve the issue.

# Interview Guide Template

## CNC Machine Operator



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Required Skill: **COMMUNICATION**

**QUESTION: Describe a situation where you felt you had not communicated well with a supervisor or team member. How did you correct the problem?**

Rating	Description of Rating
1	<b>Lowest</b> The example given was irrelevant to the question.
2	Described relevant situation but gave no further information.
3	Described event, reflected on what happened, but did not describe any action taken.
4	Described a time of poor communication and was able to reflect on what went wrong, discussed how to have clear communication but did not correct the issue.
5	<b>Highest</b> In addition to understanding and reflecting on what went wrong, able to identify how to better communicate clearly and concisely, described how they addressed the issue.

Required Skill: **COMPLEX PROBLEM SOLVING**

**QUESTION: Describe a time when you faced conflict and discuss how you addressed it to solve the issue.**

Rating	Description of Rating
1	<b>Lowest</b> Did not provide a proper example.
2	Gave an example of conflict, but no reflection on it or how it was addressed.
3	Discussed example of conflict and reflection of what went wrong but did not mention how they addressed.
4	Reviewed and evaluated the process of what went wrong and how they can do better but did not discuss how they were able to implement and solve the issue.
5	<b>Highest</b> Demonstrated how they reviewed conflict and implemented a course of action to resolve the issue.



# Interview Guide Template

## CNC Machine Operator



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **ADAPTABILITY**

**QUESTION: Tell us about a situation where you had to adjust to changes you had no control over. How did you handle it?**

Rating	Description of Rating
1	<b>Lowest</b> Lack of knowledge and experience of being adaptable.
2	Described a project requiring flexibility did not speak about how they handled it.
3	Described ways of being adaptable but did not give an example of doing so.
4	Provided an example and information but did not discuss what they did to be adaptable (e.g., pivoting within a project when necessary to produce positive outcome).
5	<b>Highest</b> Provided an example and discussed how tasks shifted based on changes, along with what they did to adjust and pivot their mindset and actions to accommodate the change.

Preferred Skill: **TIME MANAGEMENT**

**QUESTION: Describe how you prioritize tasks to ensure you meet important deadlines.**

Rating	Description of Rating
1	<b>Lowest</b> Lack of knowledge and experience. Candidate described how they got overwhelmed.
2	Conceptually understood the idea of prioritizing tasks, but the candidate still struggles with figuring out which tasks to complete first and then completing all said tasks.
3	Created a list of tasks prioritized based on the needs of the project but was unable to focus on the time-sensitive tasks and did not finish all tasks.
4	Created a prioritized list of tasks based on the needs of the project, established deadlines, organized work, but was unable to finish all tasks.
5	<b>Highest</b> Described process of prioritization based on requirements, set deadlines, explained how they successfully completed the tasks to hit the deadlines.

# Interview Guide Template

## CNC Machine Operator



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **ACTIVE LISTENING**

**QUESTION: Explain a time when your listening skills helped you achieve a goal.**

Rating	Description of Rating
1	<b>Lowest</b> Did not give an example of how listening was used to achieve a goal.
2	Gave an example of achieving a goal that did not relate to listening.
3	Generalized how an individual could use active listening to achieve a goal but did not give a specific example.
4	Demonstrated use of active listening but did not show follow-up and results.
5	<b>Highest</b> Demonstrated use of active listening to inform a decision that resulted in a positive outcome.

Preferred Skill: **OFFICE MANAGEMENT TOOLS (COMPUTER FUNDAMENTALS)**

**QUESTION: As technology rapidly changes and evolves, how do you keep your technology skills current?**

Rating	Description of Rating
1	<b>Lowest</b> Neglects to learn and utilize new technology until mandated.
2	Learns passively.
3	Conducts personal reading and research on new technology primarily within the company.
4	Learns about new technology within the company and undertakes research on new technology independently.
5	<b>Highest</b> Proactively learns about relevant technology, such as scheduling demonstrations from key stakeholders to get to know new products and services within the company and undertaking independent learning.

# Assessment Template

## CNC Machine Operator



### Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for the CNC Operator.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

### SUMMARY OF THE PROBLEM:

- Tell me about your process of inspecting finished products.

### AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate **OPERATIONS MONITORING** skill  
**Did the candidate describe how they were able to monitor the operations of CNC machinery?**
2. Evaluate **QUALITY CONTROL ANALYSIS** skill  
**Did they adequately describe how they have conducted tests to evaluate quality performance throughout the process?**
3. Evaluate **ATTENTION TO DETAIL** skill  
**Did they inspect the product, noticing each detail?**
4. Evaluate **JUDGMENT-MAKING AND DECISION-MAKING** skill  
**Did the decisions made throughout the process show good judgment? Did they describe what they would do if the product does not meet standards?**

# Interviewee Selection Tool



## The Decision

**After completing interviews and assessing each candidate's skills, how do you determine whom to hire?**

Selection conversations are often prone to bias as interviewers describe “gut-feelings” or a level of comfort with candidates who are most similar to themselves.

The comparison tool introduces some structure and objectivity to the process, enabling hiring teams to compare interviewee scores across skill areas.

The tool helps keep selection conversations focused on candidate skills and abilities.

**Want to learn more about taking a skills-based approach to interviewing candidates?**

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

### Instructions for use:

- Ensure the skills in the selection tool match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill to the first column. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each applicant, enter the score(s) they received from each interviewer for each skill.
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

# Interviewee Selection Tool



## CNC Machine Operator

### Instructions for use:

- Use a chart like the one below as a guide to compare applicants during interview and selection process.
- Ensure the skills match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each candidate, enter the score(s) the candidate received for each skill listed from each interviewer
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewer Name A: \_\_\_\_\_

Interviewer Name B: \_\_\_\_\_

Candidate Name #1: \_\_\_\_\_

Candidate Name #2: \_\_\_\_\_

Candidate Name #3: \_\_\_\_\_

Skills To Evaluate:	Minimum Score*	Candidate / Resume #					
		1		2		3	
		A	B	A	B	A	B
Operations Monitoring							
Quality Control Analysis							
Equipment Maintenance							
Judgment and Decision Making							
Attention To Detail							
Communication Skills							
Complex Problem Solving							
Adaptability							
Active Listening							
Time Management							
Office Management Tools							
<b>Total Score</b>							

\*Minimum score required (determine prior to interviews)

# Onboarding Plan

## Skills-Based Strategies Enable Customization and Training

While traditional onboarding plans are often one-size-fits-all initiatives that focus on compliance and HR, a skills-based strategy enables much more customization and training.

An effective skills-based hiring strategy provides you with a lot of information on the abilities a new hire currently possesses and needs to learn to perform in their new role.

This information enables you to tailor their onboarding plan to get them up to speed in areas identified as potential gaps.



**Want to learn more about taking an inclusive, skills-based approach to onboarding candidates?**

 Check out the Onboarding section of our [Sourcing & Hiring Playbook](#).

### Instructions for use:

- Ensure that all required and preferred skills from your job posting are included in the onboarding plan. The goal should be to get all new hires up to a baseline level of skill as quickly as possible to ensure they can effectively contribute.
- Review the onboarding plan with hiring managers. Adjust activities as needed based on training resources available and staff capacity. Make sure to build in training opportunities (informal on-the-job and/or structured training) for each skill.
- Work with managers to customize the onboarding plan to each new hire, referencing their interview and assessment evaluation forms to identify areas of relative weakness.
- Spread out training and onboarding activities to avoid overwhelming new hires with too many activities in the first day or week. Align training with job responsibilities to improve retention.

# Example Onboarding Activities



## CNC Machine Operator

Examples of skills-based onboarding activities for this role that align with the required and preferred skills included in the job posting. Activities should address areas of need identified during the hiring process and scheduled during the first 60 days of employment.

Required Occupational Skills	
Skill	Activity
Operations Monitoring	Provide company strategies/policies regarding job.
Quality Control Analysis	Give employee a demonstration of safety measures that currently exist.
Equipment Maintenance	Determine areas for training after employee has familiarized themselves with machinery.

Required Foundational Skills	
Skill	Activity
Judgment and Decision Making	Provide access to relevant learning materials on better decision-making.
Attention To Detail	Connect employee with peer mentor on how to pay close attention to detail and what it is necessary to observe.
Communication Skills	Arrange opportunity to shadow team and communicate live with customers, having peer/mentor as a guide.
Complex Problem Solving	Discussion with peers of potential problems that may arise within the job.

Preferred Occupational Skills	
Skill	Activity
N/A	N/A

Preferred Foundational Skills	
Skill	Activity
Adaptability	Provide peer mentoring on how to be adaptable to work most effectively.
Active Listening	Arrange for participation in scenarios with experienced peers to evaluate active listening that may arise.
Time Management	Hold supervisor check-in on how assigned tasks are being maintained, improvements and completion times.
Office Management Tools	Provide an introduction to technical support and the opportunity to answer any questions.

# Example Onboarding Table

## CNC Machine Operator



	Day 1	Week 1	Week 2	30 Days	60 Days
Operations Monitoring					
Quality Control Analysis					
Equipment Maintenance					
Judgment and Decision Making					
Attention to Detail					
Communication Skills					
Complex Problem Solving					
Adaptability					
Active Listening					
Time Management					
Office Management Tools					