



# Hiring Toolkit

## Computer User Support Specialist

### 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.

<b>Introduction to Inclusive Skills-Based Practices</b>	<b>3</b>
A Skills-Based Approach in Action	4
Skill Comparison Guide	5
<b>Sourcing Channels</b>	<b>6</b>
<b>Job Posting Template</b>	<b>7</b>
<b>Resume Screening Guide</b>	<b>11</b>
<b>Interview Guide &amp; Evaluation Rubric</b>	<b>13</b>
Interview Guide Template	14
Assessment Template	18
<b>Interviewee Selection Tool</b>	<b>19</b>
<b>Onboarding Plan</b>	<b>21</b>
Example Onboarding Activities	22
Example Onboarding Table	23

## 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.

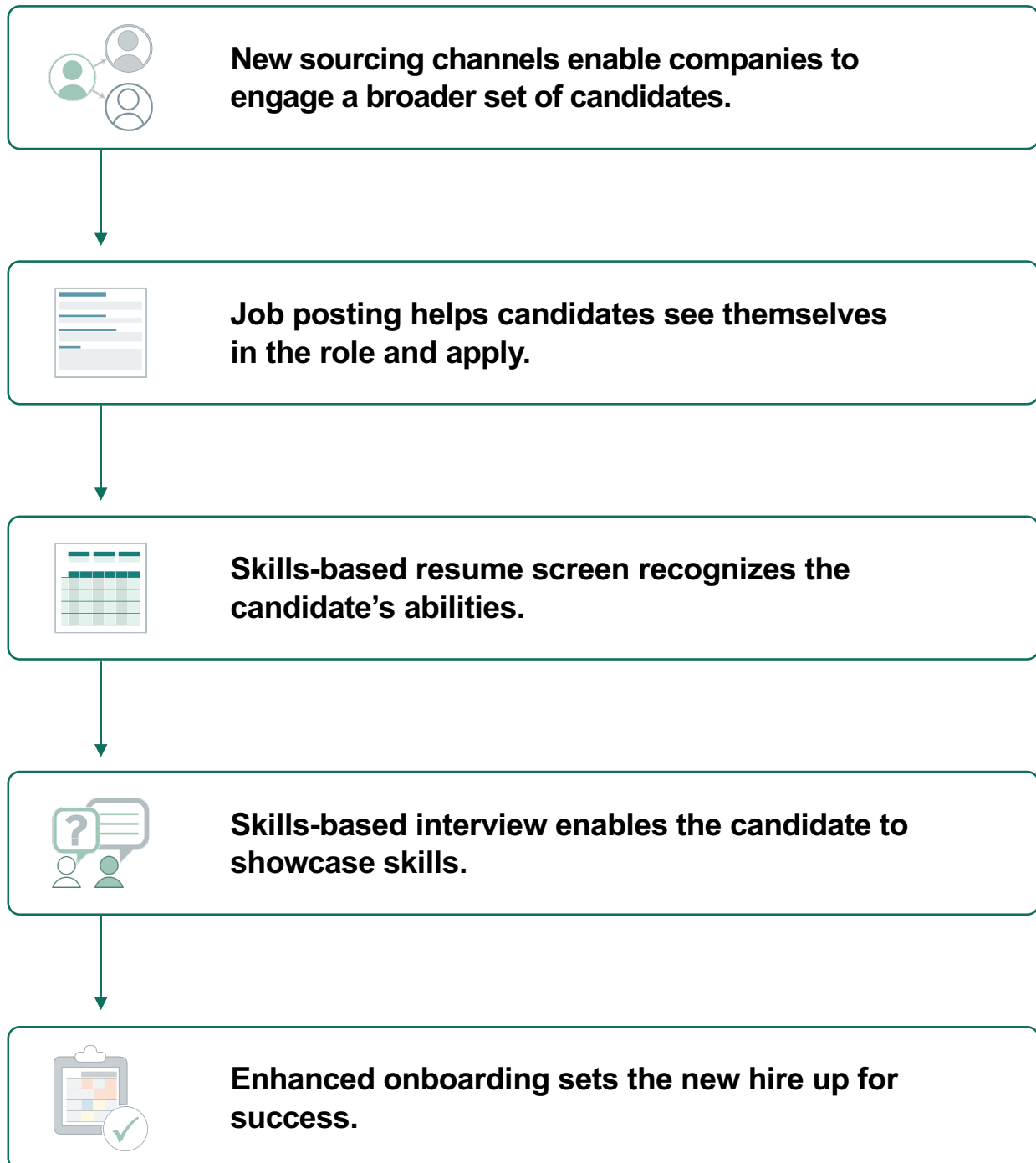
# A Skills-Based Approach in Action



## 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.

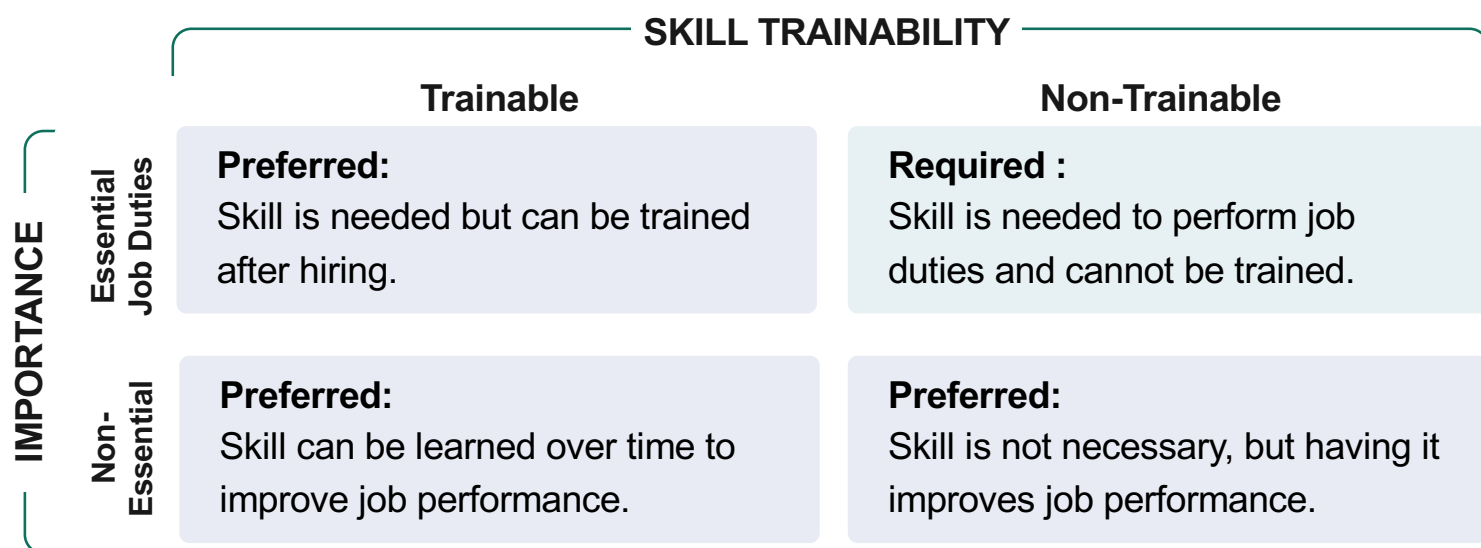
## Required vs. Preferred Skills

### 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



## Computer User Support Specialist

**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

Computer user support specialists provide technical assistance to computer users, answering questions or resolving computer problems for clients in person, over the phone, or digitally. Computer user support specialists may also provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, e-mail, and operating systems. Candidates should possess strong communication skills, a strong and effective service orientation to help others, and a basic familiarity with the basic components of commonly used hardware, software, and applications.

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

### Example Activities

- Set up equipment for employee use, performing or ensuring proper installation of cables, operating systems, or appropriate software.
- Answer user questions regarding computer software or hardware operation to resolve various problems (e.g., malfunctioning software, user account lockout).
- Oversee the daily performance of computer systems.
- Enter commands and observe system functioning to verify correct operations and detect errors.



# Job Posting Template



## Computer User Support Specialist

### Required Skills

#### Required Occupational Skills

- **Tech Support:** Familiarity with commonly used computer hardware, software, applications, etc. and a basic ability to diagnose customer problems and provide troubleshooting and issue resolution support.
- **IT Systems & Hardware:** Familiarity with the use of computers, infrastructure, and peripheral devices and some knowledge of how to assemble; configure; install; maintain; and repair basic, commonly used hardware (e.g., desktops) and systems (e.g., company email).
- **Networking Tools & Concepts:** Familiarity with the use of computers, infrastructure, and peripheral devices and some knowledge of how to assemble; configure; install; maintain; and repair basic, commonly used hardware (e.g., desktops) and systems (e.g., company email).

#### Required Foundational Skills

- **Active Listening:** Give full attention to what other people are saying, taking time to understand the points being made, asking appropriate questions, making sure to understand the severity of a problem to the end user, and the impact to the business (e.g., network issue versus PC issue).
- **Service Orientation:** Actively look for ways to help people view role as the “IT Customer Service Department”; own an issue through completion or transfer to another support specialist; use effective communication and empathy to best help resolve customer issues.
- **Judgment and Decision-Making:** Consider the relative costs and benefits of potential actions to choose the most appropriate one, using technical common sense to reduce overall impact of decisions on the customer.

### Preferred Skills

#### Preferred Occupational Skills

- **Office Management Tools:** Use of multiple end-user software packages and cloud solutions (which must include a business productivity suite such as MS Office or Google Docs) and working knowledge of how to install, configure, and maintain some of these packages in a business environment.

#### Preferred Foundational Skills

- **Critical Thinking:** Use logic and reasoning to identify the risks and rewards of alternative solutions, conclusions, or approaches to problems to improve operational efficiency; see the big picture and identify patterns like a large number of tickets for the same type of issue; identify opportunities for improvement.

# Job Posting Template

## Computer User Support Specialist



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

N/A

### 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.

## Computer User Support Specialist

### 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
Tech Support										
I.T. Systems & Hardware										
Networking Tools & Concepts										
Active Listening										
Service Orientation										
Judgement & Decision Making										

*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



## Computer User Support Specialist

### 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: **TECH SUPPORT**

**QUESTION: Tell us about a time when someone came to you with an I.T.–related issue: How did you handle the situation?**

Rating	Description of Rating
1	<b>Lowest</b> Unable to provide information in response to related issue.
2	Provided thorough answers or instructions but not both.
3	Provided thorough answers and instructions.
4	Answered all questions, gave thorough instructions but was not able to resolve issue.
5	<b>Highest</b> Answered all questions, fully explained responses, and resolved all issues.

### Required Skill: **I.T. SYSTEMS & HARDWARE**

**QUESTION: Briefly tell us about your process for configuring an operating system from beginning to end.**

Rating	Description of Rating
1	<b>Lowest</b> Not up to date on current processes.
2	Showed understanding of process but could not explain from beginning to end.
3	Showed familiarity of current processes.
4	Provided knowledge and understanding of most current processes.
5	<b>Highest</b> Demonstrated knowledge and application of relevant/current processes.

# Interview Guide Template



## Computer User Support Specialist

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

Required Skill: **NETWORKING TOOLS & CONCEPTS**

**QUESTION: Briefly tell us about how you would set up networks and the security techniques you would implement for these networks.**

Rating	Description of Rating
1	<b>Lowest</b> Failed to identify and explain components of networks and network security.
2	Showed understanding of different networks/tools but could not explain how to apply commonly used networks/tools.
3	Showed familiarity of ability to use commonly used networks/tools.
4	Provided knowledge, understanding & use of most current networks/tools, and application processes.
5	<b>Highest</b> Demonstrated knowledge and application of networks/tools and demonstrated network security techniques.

Required Skill: **ACTIVE LISTENING**

**QUESTION: Think about a time when listening skills helped you solve a business problem. What was the problem? How did you develop a solution?**

Rating	Description of Rating
1	<b>Lowest</b> Failed to listen to employee/customer concern.
2	Listened to customer concerns.
3	Listened and took notes of concerns.
4	Listened and took notes but did not confirm understanding.
5	<b>Highest</b> Listened to customer, took notes, confirmed understanding, and offered solutions.

# Interview Guide Template



## Computer User Support Specialist

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

Preferred Skill: **SERVICE ORIENTATION**

**QUESTION: Consider a time when an employee approached you with a problem. What did you do to try and resolve the issue? How did it turn out?**

Rating	Description of Rating
1	<b>Lowest</b> Failed to address the problem & dismissed the problem.
2	Referred employee to another source of help when lacking information.
3	Asked questions and made suggestions for action.
4	Resolved the problem.
5	<b>Highest</b> Resolved problem and followed up with employee.

Preferred Skill: **JUDGMENT & DECISION MAKING**

**QUESTION: Can you give an example of a time you had to make a decision when there were not clear guidelines or processes in place? How did you approach the situation, and what was the outcome?**

Rating	Description of Rating
1	<b>Lowest</b> Made an uninformed decision.
2	Failed to identify correct information available and appropriate information needed.
3	Considered constraints but did not seek out other information.
4	Identified correct information available but did not research best practices.
5	<b>Highest</b> Researched best practices, decision resulted in positive result.



# Interview Guide Template



## Computer User Support Specialist

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

Preferred Skill: **OFFICE MANAGEMENT TOOLS**

**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 all new technology within the company and conducts research on new technology outside the company.
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 externally.

Preferred Skill: **CRITICAL THINKING**

**QUESTION: How would you handle a situation if you noticed your supervisor made a mistake?**

Rating	Description of Rating
1	<b>Lowest</b> Failed to inform supervisor of mistake.
2	Fixed the mistake but did not inform supervisor of mistake or solution.
3	Informed supervisor of mistake.
4	Informed supervisor of mistake and fixed before approval.
5	<b>Highest</b> Explained the mistake, presented possible solutions prior to executing best solution to correct mistake.

# Assessment Template



## Computer User Support Specialist

### Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for the Computer User Support Specialist.
- 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 ....

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

1. Evaluate **SKILL** skill  
**Text?**
2. Evaluate **SKILL** skill  
**Text?**
3. Evaluate **SKILL** skill  
**Text?**
4. Evaluate **SKILL** skill  
**Text?**

# 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



## Computer User Support Specialist

### 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
Tech Support							
I.T. Systems & Hardware							
Networking Tools & Concepts							
Active Listening							
Service Orientation							
Judgement & Decision Making							
Office Management Tools							
Critical Thinking							
<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



## Computer User Support Specialist

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
Tech Support	Coached by peer on how to use specific systems and whom to ask for support.
Networking Tools & Concepts	Refresher on company networking tools & concepts.

Required Foundational Skills	
Skill	Activity
Active Listening	Coached on using a checklist to guide client conversations & identify problems.
Service Orientation	Supervisor reviews client feedback, coaches to improve interactions.
Judgment and Decision-Making	Employee to meet w/clients to understand their needs and next steps.

Preferred Occupational Skills	
Skill	Activity
Office Management Tools	Employee will complete e-learning course focused on tools company uses.

Preferred Foundational Skills	
Skill	Activity
Critical Thinking	Employee brings 30-day scenarios experienced to find improvement.

# Example Onboarding Table

## Computer User Support Specialist



	Day 1	Week 1	Week 2	30 Days	60 Days
Tech Support					
I.T. Systems & Hardware					
Networking Tools & Concepts					
Active Listening					
Service Orientation					
Judgement & Decision Making					
Office Management Tools					
Critical Thinking					