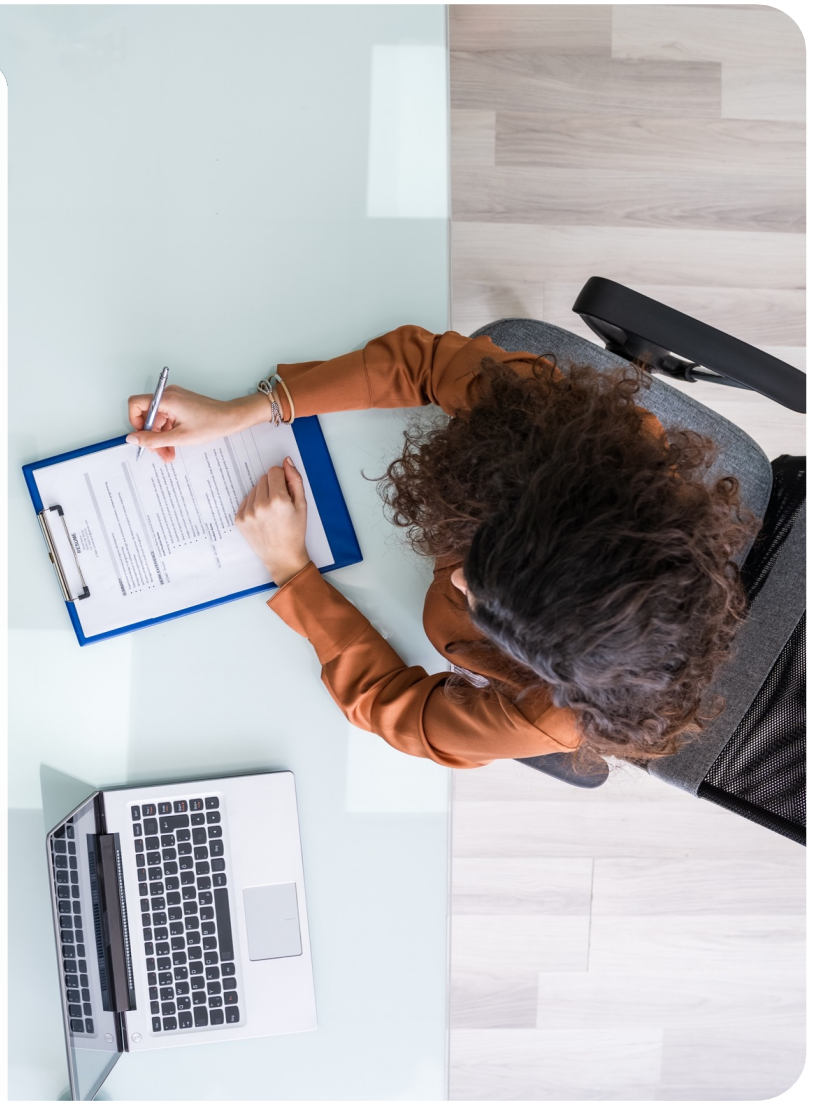# JFF | REWORK AMERICA ALLIANCE

Hiring Toolkit

HR Specialist / Generalist

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**

Hiring Toolkit

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.

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.

Inclusive, Skills-Based Practices

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.
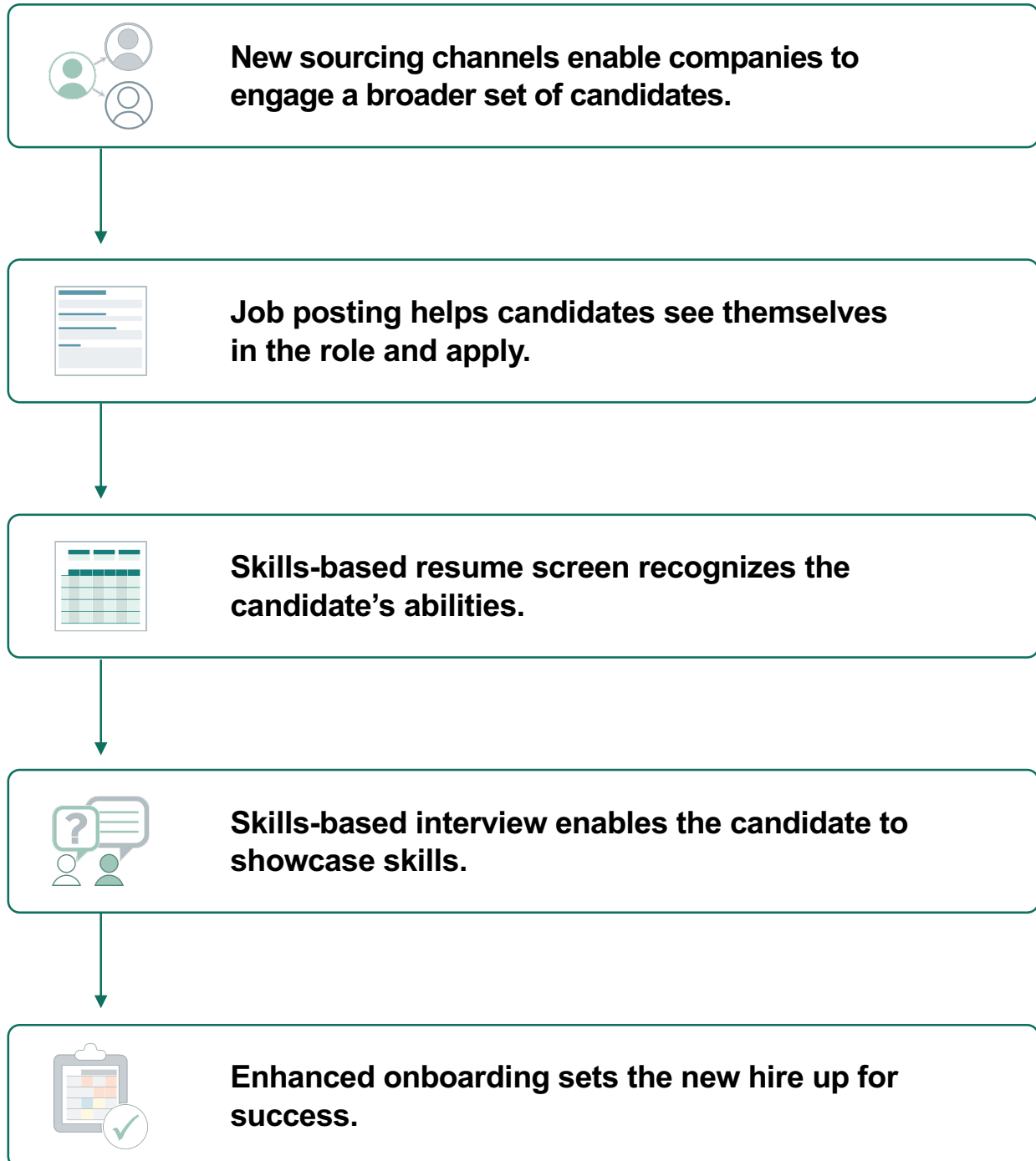
A Skills-Based Approach in Action

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

New sourcing channels enable companies to engage a broader set of candidates.

Job posting helps candidates see themselves in the role and apply.

Skills-based resume screen recognizes the candidate's abilities.

Skills-based interview enables the candidate to showcase skills.

Enhanced onboarding sets the new hire up for success.

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.
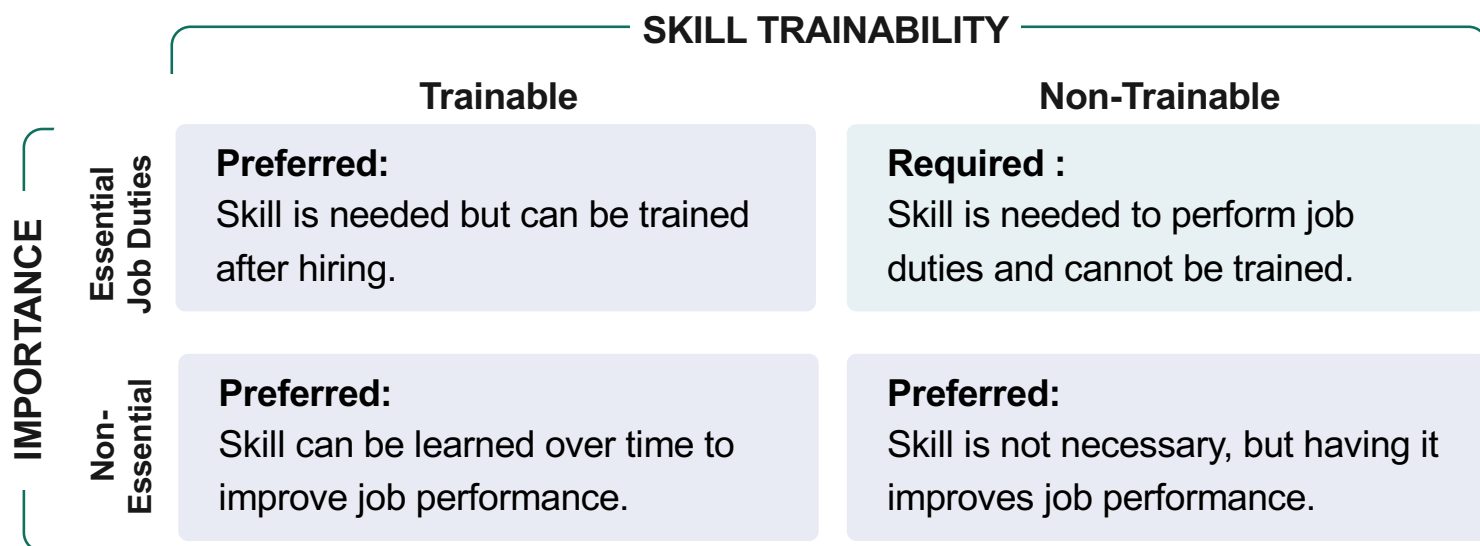
Required vs. Preferred Skills

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.

	SKILL TRAINABILITY	
	Trainable	**Non-Trainable**
Essential Job Duties (IMPORTANCE)	**Preferred:** Skill is needed but can be trained after hiring.	**Required :** Skill is needed to perform job duties and cannot be trained.
Non-Essential	**Preferred:** Skill can be learned over time to improve job performance.	**Preferred:** Skill is not necessary, but having it improves job performance.

Sourcing Channels

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 (HLPA)

- **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

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
HR Specialist / Generalist

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

Human resources specialists/generalists develop and implement strategies that help their organizations select and retain appropriately qualified staff within that business sector. They recruit staff, prepare job advertisements, interview, and short-list people, negotiate with employment agencies, and set up working conditions. Human resources officers also administer the payroll, review salaries, and advise on remuneration benefits and employment law. They arrange for training opportunities to enhance employees' performance.

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

Example Activities

- Prepare and review compensation and benefits packages
- Administer health and life insurance programs
- Implement training and development plans
- Plan quarterly and annual performance review sessions
- Inform employees about additional benefits they're eligible for (e.g., counseling services)
- Update employee records with new hire information and/or changes in employment status
- Maintain organizational charts and detailed job descriptions along with salary records
- Forecast hiring needs and ensures recruitment process runs smoothly
- Develop and implement HR policies throughout the organization
- Monitor budgets by department
- Process employees' queries and respond in a timely manner
- Stay up-to-date and comply with changes in labor legislation

Job Posting Template
HR Specialist / Generalist

Required Skills

Required Occupational Skills
- **Labor legislation:** Familiarity with legislation, on a national or international level, that governs labor conditions; including knowledge of employee laws, employer regulations, and trade unions.
- **Employment law:** Experience with the laws that mediate the relationship between employees and employers. Knowledge of employees' rights, workplace laws and best practices.
- **Human Resource Management:** Effective and efficient management of people in a company or organization to help the business gain a competitive advantage and optimize employee performance.

Required Foundational Skills
- **Communication:** Effectively interact in writing and in person with employees and partners to work together, such as when sharing information about job requirements, work plans, and job performance, etc.
- **Active Listening:** Give full attention to what other people are saying taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Critical Thinking:** Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- **Time Management:** Drawing up employment contracts and managing payroll and insurance plans are time-sensitive tasks, therefore HR teams are often required to meet tight deadlines.
- **Office Management Tools (Computer Fundamentals):** Understand and use multiple end-user software packages and cloud solutions (including business productivity suites such as MS Office or Google Docs).
- **Judgment and Decision Making:** Consider the relative costs and benefits of options before choosing the most appropriate action using technical common sense to inform decisions.

Preferred Skills

Preferred Occupational Skills
- **Recruitment Software:** Use of application tracking systems to track applicants across multiple open positions.

Preferred Foundational Skills
- **Adaptability:** Be adaptable to frequent changes in the work environment, prioritizing competing demands and unexpected delays.
- **Social Perceptiveness:** Being aware of others' reactions and understanding why they react as they do.

Job Posting Template
HR Specialist / Generalist

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.

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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.

Candidate Resume Screening Guide

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HR Specialist / Generalist

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:	Demonstrated	Missing	Might Have
	Y (or) ✓	**X**	**?**

Required Skills To Evaluate:	Candidate / Resume #									
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Labor Legislation										
Employment Law										
Human Resource Management										
Communication										
Active Listening										
Critical Thinking										
Time Management										
Office Management Tools										
Judgment and 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

HR Specialist / Generalist

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: LABOR LEGISLATION

QUESTION: Tell me about a time when you had to adhere to government laws/mandates within your past experience?

Rating	Description of Rating
1	**Lowest** The example given was irrelevant to the question.
2	Had no reflection on event given past federal and local labor laws, nothing else.
3	Described example of adhering to government laws, but not related to job tasks.
4	Described an event similar to job duties, reflected on what happened, but no other action was taken.
5	**Highest** In addition to understanding and reflecting on a previous situation adhering to government laws in labor legislation, was able to describe positive outcome.

Required Skill: EMPLOYMENT LAW

QUESTION: Describe a time when you had to interview someone for a job position or a time when you interviewed someone for another reason.
What was your experience like? What questions did you ask?

Rating	Description of Rating
1	**Lowest** Was unable to describe an event.
2	Described conducting an interview but did not provide specific details as to the event or outcome.
3	Described event, reflected on what happened, but did not reflect relationship of employee to employer, but showed knowledge in workplace practices.
4	Described event and reflected on the relationship of employee to employer and was knowledgeable in employer workplace laws.
5	**Highest** Described and reflected on the relationship of employee to employer, has clear understanding of employment law and gave examples of best practices when conducting interviews/conversations between employees and employers.

Interview Guide Template

HR Specialist / Generalist

Candidate Name: _____   **Candidate #:** _____

Required Skill: **HUMAN RESOURCE MANAGEMENT**

QUESTION: Please describe your ability to facilitate progressive change within an organization.

Rating	Description of Rating
1	**Lowest** The example given was irrelevant to the question.
2	Provided example but had no reflection on event given about directly facilitating progressive change.
3	Described event, reflected on what happened, but could not describe the specific action taken.
4	Described event including success, challenges, action taken, and immediate impact.
5	**Highest** In addition to all level four rating indicators, was able to detail indicators of sustainability as a result of the change.

Required Skill: **COMMUNICATION**

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

Rating	Description of Rating
1	**Lowest** 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 strategy for clear communication and some action steps.
5	**Highest** In addition to all level four rating indicators, was able to describe specific improvement and its sustained effects.

Interview Guide Template

HR Specialist / Generalist

Candidate Name: _____ **Candidate #:** _____

Required Skill: **ACTIVE LISTENING**

Rating	Description of Rating
QUESTION: Explain a time when your listening skills helped you achieve a goal.	
1	**Lowest** Did not give an example of how listening was used to achieve a goal.
2	Generalized how an individual could use active listening to achieve a goal but did not give a specific example.
3	Detailed use of active listening but did not show clear evidence of its impact.
4	Demonstrated use of active listening to inform a decision that resulted in a positive outcome.
5	**Highest** All level four rating indicators plus how that listening enabled them to meet the needs and or gain buy-in of stakeholders for sustained change.

Required Skill: **CRITICAL THINKING**

Rating	Description of Rating
QUESTION: Tell us about a time when something occurred during a project that required you to take an action which was completely different from the plan and/or assignment. Why? What happened?	
1	**Lowest** Acknowledged there was a decision to be made but did not make a decision.
2	Acknowledged there was a decision to be made and gathered information but did not make a decision.
3	Reflected on the issue and evaluated relevant information but did not come to a decision.
4	Analyzed and evaluated information, provided solutions as to what could do be done, but did not take action.
5	**Highest** Acknowledged there was a decision to be made, analyzed, and evaluated information, provided solutions which resulted in a good decision being made.

Interview Guide Template

HR Specialist / Generalist

Candidate Name: _____ Candidate #: _____

Required Skill: **TIME MANAGEMENT**

	QUESTION: Describe how you prioritize tasks to ensure you meet important deadlines?
Rating	**Description of Rating**
1	**Lowest** Answer indicates lack of knowledge and experience plus tendency to get easily overwhelmed.
2	Conceptually understood the idea of prioritizing tasks but struggled to figure out which tasks to complete first and was unable to complete all of the tasks.
3	Created a list of tasks prioritized based on client and management needs but was unable to focus on the timely-based functions and did not finish all tasks.
4	Created a list of tasks prioritized by project and management needs, and by appropriate deadlines, but was unable to finish all tasks.
5	**Highest** Provided a clear strategy for how tasks are prioritized based on deadlines, project and management needs, as well as those of other internal and external stakeholders.

Required 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	**Lowest** 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 new technology within the company and conducts research on new technology independently.
5	**Highest** Proactively learns about relevant technology, curates and disseminates new technology (e.g., scheduling demos with key stakeholders to get to know new products and services adopted both within the company and relevant external stakeholders).

Interview Guide Template

HR Specialist / Generalist

Candidate Name: _____ **Candidate #:** _____

Required Skill: **JUDGMENT AND DECISION MAKING**

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

Rating	Description of Rating
1	**Lowest** Demonstrates no methods of judgment and 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 did not develop any solutions.
4	Identifies an issue, demonstrates thorough analysis of options and multiple potential solutions.
5	**Highest** Identified an issue, demonstrates analysis of the problem, proposes solutions, and determined the best action to take to resolve the issue.

Preferred Skill: **ADAPTABILITY**

QUESTION: Give an example of a situation where you had to adjust to changes you had no control over. How did you handle it?

Rating	Description of Rating
1	**Lowest** Lack of knowledge and experience of being adaptable.
2	Described a project requiring flexibility but did not explain 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 on how they were adaptable to a project but did not discuss what they did to pivot within the project.
5	**Highest** 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.

Interview Guide Template

HR Specialist / Generalist

Candidate Name: _____   **Candidate #:** _____

Preferred 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	**Lowest** Did not provide a relevant example.
2	Gave an example of conflict, but no reflection on it or how it was addressed.
3	Discussed example of conflict and evaluation of what went wrong but did not mention how it was 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	**Highest** Demonstrated how they reviewed conflict and implemented a course of action to resolve the issue.

Preferred Skill: **SOCIAL PERCEPTIVENESS**

QUESTION: Tell me about a time when there was something going on within the organization that not many people knew about (good or bad news).
How did you become aware of the situation and what did you do?

Rating	Description of Rating
1	**Lowest** Did not describe a specific event.
2	Described a situation but did not articulate any behavioral changes a result of this knowledge.
3	Provided some details around behavioral change as a result of the knowledge but no clear implications positive or negative of the change.
4	Described situation, behavioral change and actions and implications but no outcomes.
5	**Highest** All indictors in level four rating plus detailed account of outcomes including positive and negative results.

Assessment Template

HR Specialist / Generalist

Instructions for use:
- During the final interview round, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for the HR specialist/generalist.
- 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:

- In this scenario, you are the HR Specialist / Generalist of a company.
- Employee A arranged a meeting with you after learning that their colleague, Employee B, in the same role, just got a promotion.
- Employee A did not get a promotion, but they have been lobbying for one for a while.
- How would you respond?

Employee A: I was really annoyed to learn that Employee B got a promotion. I've been in this role longer. I've worked extra hours. I know Employee B is a friend of the manager. I've asked for a promotion in the past three months, but I was told there was no budget. Why wasn't I considered for this?

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

1. Evaluate **ACTIVE LISTENING** skill
   Does the candidate show an understanding of what Employee A is feeling and the problem they are facing?

2. Evaluate **CRITICAL THINKING** skill
   Did they provide an appropriate response after analyzing the situation?

3. Evaluate **JUDGMENT AND DECISION-MAKING** skill
   Were the steps and actions to be taken appropriate to the situation?

4. Evaluate **HUMAN RESOURCE MANAGEMENT** skill
   Did they describe how they would manage this issue and address it so that it does not happen again?

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.

Example Interviewee Selection Tool

HR Specialist / Generalist

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*	1 A	1 B	2 A	2 B	3 A	3 B
Labor Legislation							
Employment Law							
Human Resource Management							
Communication							
Active Listening							
Critical Thinking							
Time Management							
Office Management Tools							
Judgment and Decision Making							
Total Score							

Candidate / Resume #

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.

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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

HR Specialist / Generalist

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**
Labor Legislation	Provide company strategies/policies regarding job.
Employment Law	Discuss current practices with employment law.
Human Resource Management:	Walk employee through current troubleshooting measures and protocols.

Required Foundational Skills	
Skill	**Activity**
Communication	Arrange opportunity to shadow team and communicate with customers, having peer/mentor as a guide.
Active Listening	Create scenarios with experienced peers to evaluate active listening skills in situations that may arise on the job.
Critical Thinking	Review outcomes of the team's performance and brainstorm activities to improve problem-solving skills.
Time Management	Supervisor check-in on how assigned tasks are being maintained and discuss improvements and completion times.
Office Management Tools	Provide an introduction to technical support, opportunity to answer any questions.
Judgment and Decision Making	Access to relevant learning materials on better decision-making.

Preferred Occupational Skills	
Skill	**Activity**
Recruitment Software	Employee is shown the ropes, such as the recruitment software utilized and what filing, reporting, and job tasks look like.

Preferred Foundational Skills	
Skill	**Activity**
Adaptability	Peer mentoring on how to be adaptable throughout work.
Social Perceptiveness	Understanding and shadowing the various roles that play into each crucial part of a task and how changes may arise.

Example Onboarding Table

HR Specialist / Generalist

	Day 1	Week 1	Week 2	30 Days	60 Days
Labor Legislation					
Employment Law					
Human Resource Management					
Communication					
Active Listening					
Critical Thinking					
Time Management					
Office Management Tools					
Judgment and Decision Making					
Recruitment Software					
Adaptability					
Social Perceptiveness					