Strengthening Human Resource Infrastructure for HIV Organizations: Recruitment, Interviewing, and Onboarding
Presenters

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Capacity Building
Strategic Grantmaking
Formative Research
Policy & Advocacy

Ending AIDS
3-Part Webinar Series Overview

• Webinar 1: Overview of core elements of human resource management
• Webinar 2: Recruitment, interviewing, and onboarding best practices
• Webinar 3: Live TA session to address human resource management questions from directly and indirectly-funded community based organizations (CBOs)
Glossary

EEO  Equal Employment Opportunity
EEOC  Equal Employment Opportunity Commission
HR  Human Resources
HRM  Human Resource Management
SHRM  Society for Human Resource Management
JD  Job Description
PLWH  People Living with HIV
KSA  Knowledge, Skills, and Ability
Webinar 2 Outline

I. Recruitment Best Practices
   • Recruitment process guidance
   • Position description dos and don’ts

II. Interviewing Best Practices
    • Interview guidance, questions, and techniques
    • Interviewing dos and don’ts

III. Onboarding Best Practices
     • Onboarding planning guidance
     • Onboarding dos and don’ts
Learning Objectives

By the end of the webinar, participants will:

• Learn best practices for developing a position description

• Obtain tips and tools to strengthen the interview process

• Understand the basic components of new-hire on-boarding
HR Guiding Principles

1. People are the most important assets of an organization; an organization cannot be successful without effectively managing this resource.

2. Personnel policies and procedures are closely linked with the achievement of the organization objectives and mission.

3. HR's responsibility is to find, secure, guide, and develop employees whose talents and desires are compatible with the operating needs and future goals of the organization.
HR Functions

- Recruitment, selection, placement, onboarding, promotion
- Performance appraisal, training, development
- Health & safety, risk management
- Record-keeping, labor relations, grievances, discipline
- Wages & salary, bonuses & incentives, payroll
- And more!

This webinar focuses on recruitment, selection, and onboarding.
Audience Poll:

How would you describe your current approach to staff recruitment?
The Recruitment Process:

- Define the job; conduct a job analysis
- Determine the hiring team
- Develop a position description
- Advertise the position
- Review applications
- Interview applicants
- Select the candidate
What is a Job Analysis?

• A process used to collect information about a position’s:
  – Duties and responsibilities
  – Necessary skills
  – Outcomes
  – Work environment

• Used to inform development of a recruitment plan, position description, and performance management plan.
How to Conduct a Job Analysis

Collect information that differentiates jobs:

• Knowledge, skills, and abilities (KSAs) needed
• Work activities and behaviors
• Interactions with others (internal & external)
• Performance standards
• Financial budgeting and impact
• Machines and equipment used
• Working conditions
• Supervision provided and received

The Hiring Team is . . .

Everyone involved in the process from identifying the need for a new position through the onboarding of a new employee.
A Position Description includes:

• Overview of the organization
• Title and overview of the position
• Job classification (exempt or non-exempt)
• Essential functions and tasks to perform the job
• Overview of the needed skills, education and experience
• Reporting structure
• Salary range
• Application method and due date
• Expected hire date/timeline
Position Description Dos and Don’ts

DO Include

• Work environment and location
• Physical Demands
• Position type and expected work hours
• Travel expectations
• Additional eligibility criteria
• Affirmative action plan/equal employer opportunity (AAP/EEO)

DON’T

• List every task related to position
• Use font smaller than size 12
• Limit advertising to only people in your network

Source: https://business.linkedin.com/talent-solutions/blog/2014/04/job-descriptions-that-win-3-outstanding-examples
Audience Poll:

What are some creative ways you’ve advertised open positions?
Where, When, and How to Advertise

• Tailor advertising approach to the needs of the position
• Disseminate via diverse networks and methods
• Post opening for at least a week
HR Tips

• Use non-stigmatizing, gender neutral language in position description and advertising

• Consider the value of lived experience in addition to academic and professional experience

• Limit length of position description to 2 page maximum

• Create folder to organize and track applications
Interviewing
Best Practices
Interviewing Must Haves

• Interview team
• Confidential space to conduct interview
• Set time and timeframe for interview
• Interview questions
• Criteria for assessing strength of candidate
• A response to the question: when will you let me know if I have the job/made it to the next round of interviews, etc.??
Deciding on Interview Panel

- Direct supervisor
- Colleague from a different program/department
- Direct co-workers
- Community stakeholder
Audience Poll

What’s the best interview question that you’ve been asked or that you have asked?
Types of Interview Questions

Tell us about you:

*Why are you interested in this position?*

Skills, education, training, lived experience:

*What assets do you have that highlight your ability to fulfill the functions of the position?*

Scenario-based:

*How would you respond if . . . ?*
Types of Interview Questions Cont.

Style-related:

How would you describe your work style/your role on teams/what you look for in a supervisor?

Self-assessment:

What’s a skill/experience/talent that you’re most proud of that would help you to thrive in this position?

What do you need:

What would you need within your first week to set you up for success in this position?
Interview Dos and Don’ts

**DO**
- Listen more than you speak
- Ask open-ended questions
- Encourage questions
- Provide examples
- Stick to stated timeframe
- Inform about next steps:
  - When they’ll hear
  - Who they’ll hear from
  - Writing sample, references, technology assessment

**DON’T ask about**
- Age
- Disabilities/health
- Plans to retire
- Worker’s Comp claims
- Religious affiliations
- Marital status or family plans
- Child care arrangements
Selecting the Candidate

1. **Call at least two references**
   - Document responses in standard template

2. **Writing samples, technology assessments, etc.**
   - Use depends on position and key functions
   - Require of top two candidates

3. **Make the offer**
   - Verbal first then via writing
   - Be clear if counter offers will be entertained

4. **Offer letter**
   - Salary, first day, starting time
   - Download a [sample offer letter template](#) from The Balance Careers
**HR Tips**

- Silence is an effective tool in interviewing; listen at least 75% of the time.
- Debrief the interview soon after the interview is conducted to obtain feedback and consensus on next steps from interview team.
- Send a thank you note to unsuccessful candidates.
Onboarding Best Practices
Audience Poll:

How does your organization engage in onboarding?
Onboarding is . . .

• The process of integrating a new employee within your organization and its culture

• Providing a new hire the tools, information, and support needed to be successful in their position
Onboarding Best Practices

• Use job analysis, position description, and interview notes to tailor onboarding
• Obtain feedback from employees holding same or similar position
• Invite teammates to support aspects of onboarding
• Review onboarding plan with new hire and revised as needed
• Ensure daily monitoring within first week and subsequent weekly check-ins
• Have back-up support if supervisor can’t be involved the first week

Audience Poll:

What do you wish you learned during your first week on the job?
Onboarding Plan Includes:

Organizational Elements:

• Payroll, benefits, polices and procedures
• Meeting staff from across the organization

Programmatic Elements:

• Essential reading; quick reference guides; team meeting agendas and notes; grant application; etc.
• Orientation to shared drive/program files and how things are organized
• Shadowing, mentoring, building rapport with team
Onboarding Plan Includes:

1. Intentional efforts to learn communication styles; align schedules; establish priorities and goals

2. Clear tasks and mutually agreed-upon timeline

3. Opportunities for ongoing feedback on needs, performance, strengths, etc.

Download a sample onboarding schedule: https://www.lever.co/blog/employee-onboarding-101-a-sample-one-week-program
Onboarding Dos and Don’ts

**DO**
- New hire all-staff announcement
- Prepare work space in advance
- First week “lunch buddy”
- Facilitate contact with key employees
- Set tangible and realistic goals for first 30-60-90 days
- Establish weekly check-in

**DON’T assume that**
- They’ll just figure it out
- They know how to fulfill all the expectations of the job simply because they were hired for it.
Participant Engagement:

How does your organization onboard new hires who previously received services at your organization?
• If possible, go out for coffee or lunch on new hire’s first day

• Every new hire can benefit from some type of onboarding; regardless of how qualified they are for the job.
In Need of Technical Assistance?

AIDS United’s Getting to Zero capacity building assistance (CBA) program, in partnership with the Harm Reduction Coalition and The Bridging Group, provides free technical assistance and training to community-based organizations (CBOs) across the country.

CBA providers offer CBOs tailored, results-oriented assistance focused on:

• Strengthening HIV prevention efforts among people living with and at high risk for contracting HIV;

• Organizational and program development best practices to improve impact and sustainability; and

• Evidence-based interventions: WILLOW, Project Start +, and Healthy Relationships

G2Zero works in partnership with:

To learn more about the Getting to Zero program, email cba@aidsunited.org.
Recommended Resources

• Nonprofit Recruitment Tips

• Budget-Friendly Recruitment

• Overview of Employment Interview Process

• Reference Check Template
  https://www.thebalancecareers.com/reference-check-form-example-2062966

• New Employee Onboarding Guide
Questions
Thank you!
cba@aidsunited.org

March 12, 2019