

Operations: Hiring

You know your cause inside and out. It's difficult to find someone who not only has that depth of knowledge, but can match the passion you have for it. Focus less on finding a clone and more on ensuring you can get a diverse perspective that complements your drive to really build a team of change makers. You can take an approach to find great people and build the roles around them and their skill sets. Or you can start with great roles and look for the individuals that fit those needs. This worksheet will assist in thinking through the approach for hiring, the creation of roles and the outreach.

1. What roles do you feel the organization needs? Create a list of activities that need to be done regularly.

2. What activities can be done by a board member, volunteer, consultant or through pro-bono support? What activities are best owned by a paid staff member?

3. Take the activities best owned by a staff member and begin to group those together by similar types of activities. You're slowly creating job descriptions. Write out job descriptions. Be intentional -- what does success look like in this role in one year or three years? How will you measure it?



4. Based on this, create an org chart that showcases what the org can look like now and how you'd like it to grow.

So if you have similar activities in say communications and marketing, you can see if you feel like one person will be really day to day in the logistics and one needs to be overall viewing the approach and messaging of the effort. This might inform you that you are looking for two levels -- an early career professional who can handle more tactical and logistic measures and maybe someone with more experience to oversee that professional and shape the narrative of your organization.

The org chart and job descriptions can inform how you hire, looking for early career professionals or what level of experience will best suit your organization as it grows. It also informs how you can manage that role and growth and development within the organization.



5. Now think through where you would like to find this gem of talent. Lean into your board to share it, post on your social profiles, post on platforms like Glassdoor, Idealist and LinkedIn. Seek diverse communities, including trade associations, and post on their job boards. When ready, post the job!

Diversity matters! Diversity helps ensure your organization reflects the community you're serving and makes your organization better. Diversity sparks innovation! Make sure you're thinking through how you're interviewing and hiring diverse people.

