Council Leadership Initiative – Candidate Review Matrix

Candidate Review Matrix – User Guide

A candidate review matrix is a tool built to streamline equitable applicant assessment and interview practices. It includes specific guidelines on what skills/behaviors to look for, what interview questions to ask, and what interview format to use to get the clearest assessment of candidates pursuing roles in programming, development, community outreach, and leadership.

Components + Purpose

By highlighting key skills and competencies, a candidate review matrix helps hiring teams maintain a consistent focus on priority areas throughout the recruitment process, thus mitigating some common forms of bias in the hiring process.

Components include:

1. **Competencies:** The key skills and experiences needed for success in the role. Centering these attributes as the root for subsequent reviews and conversations keeps the hiring process focused on what matters most to the success in the role.

   Executive Director - Leadership Competencies: For Executive Director-level recruitments, the core competencies list includes the 9 people-focused and 4 task-focused GOTR Leadership Competencies identified through ED surveys as critical in building sustainable and healthy councils as well as an additional section focused on strategic planning.

   Hiring teams are encouraged to review these competencies alongside their strategic plans to identify 4-5 primary competencies that will be essential strengths in their next ED to advance the council's goals and mission. Centering these attributes as the root for subsequent reviews and conversations keeps the hiring process focused on what matters most to the success of the organization.

2. **Candidate Review:** The candidate review section expands on each of these competencies to highlight various experiences, attributes, and behaviors connected with each. This section is intended to help hiring teams identify how the core competencies show up on a resume or cover letter.

3. **Initial Interview Questions:** Questions designed to offer examples of how the candidate's approach to work and professional experiences exhibit the qualities and competencies needed and to learn about the candidate's priorities in their job search. This stage helps to assess if the candidate has the basic types of skills needed for success in the role as well as if the position, organization, and work culture fits what the candidate wants in their next job opportunity.

4. **Second/Third Interview Questions:** In the next stages of the interview, questions should focus on more specific examples of situations in which the candidate demonstrated the skills we're seeking for the role.

5. **Prompts/Activities:** For final interviews, some hiring teams choose to include work samples or activities to give candidates an opportunity to directly demonstrate their abilities and unique style. It could be theoretical, like asking how they would approach an upcoming project, or specific like asking them to analyze financials and share their observations and suggestions. Creating contextual

experiences for candidates and inviting feedback embodies our organizational culture of collaboration and gives the hiring team a more literal opportunity to assess a candidate's work.

Please note: Interview questions and prompts that are in italics in the Candidate Review Matrix are best sent in advance, so candidates have time to prepare responses.

Maintaining focus on key competencies at every stage - from initial review to final interview – makes the hiring process a cohesive and organized experience for hiring teams and applicants alike.