

A top-down view of a dark wood desk. In the top left, a portion of a laptop is visible. A wooden pencil lies horizontally across the middle. Below the pencil is a dark-colored mug. To the left of the mug is a bright pink sticky note. A hand is visible on the left side, holding a pen. In the bottom left corner, a plaid shirt cuff is visible.

2016

The Ultimate Opportunity Youth Hiring Toolbox

Denver Edition

Version 1.1

Recruiting checklists,
forms, tips, and more

Linked in

Introduction

Recruiting and hiring the right opportunity youth candidates takes time, energy, and patience. We've developed this hiring toolbox full of forms, checklists, templates, and tips for you to use at each stage of your recruiting and hiring process.

Special thanks to the Denver Metro Chamber of Commerce for their contributions to the development of this guide.

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Understanding the Value and Ease of Hiring Opportunity Youth

Reasons and Resources List

Opportunity youth are individuals between the ages of 16 and 24 who are currently not engaged in school or work. They are ambitious to enter the workforce and in many cases have the skills to do so, or can easily acquire the necessary skills through the right training and mentoring. These individuals present a significant opportunity for your company and can be easily found through local community organizations.

Why Hire Opportunity Youth?

- **Recruiting Efficiency:** Rather than competing for the same talent (often individuals currently in school or work) as the other companies in your industry, you can tap into this new, largely undiscovered talent pool. Make the most of your recruitment resources and speed up your hiring process by targeting the most promising opportunity youth in the Denver area.
- **High Retention Rates:** Many opportunity youth are extremely eager to enter the workforce and make an impact, and are likely to stay at your company and grow into larger managerial roles.
- **Investment in Community:** Hiring opportunity youth means you are giving back to the community by providing jobs to those who will benefit from them the most. In turn, this can help increase your recognition and clout with local community organizations and leaders.

Resources to Find Opportunity Youth

Community Organizations

- *Denver Opportunity Youth Investment Initiative*
Lorena Zimmer
(303) 620-8064
www.denverchamber.org
- *Mile High Youth Corps*
(303) 433-1206
info@mhyc.net
www.milehighyouthcorps.org
- *Mi Casa Resource Center*
Anne Volcker
(303) 539-5648
avolcker@MiCasaResourceCenter.org
www.micasaresourcecenter.org/career-development/for-employers/
- Think you should be on this list? Email city_feedback@linkedin.com!

You may also fill out the form at <http://bit.ly/2eklckQ> to have these organizations directly contact you to help identify potential opportunity youth candidates that fit your needs.

2

Information Collection

Intake Meeting Form

After you've decided to consider opportunity youth candidates, one of the first steps of the recruiting process is collecting information on the open position you're looking to fill. This information will help guide your conversations with the community organizations from the previous section.

In this section, you'll learn about the details of the position and its required skills, agree upon the recruiting timeline, and build an execution strategy. If you're a talent professional (recruiter or HR representative), make sure that the hiring manager or team you are meeting with understands the purpose of the conversation and the questions you'll be asking before going into the meeting. This allows the manager or team to come prepared with answers to your initial set of questions.

Intake Meeting Form

Role: _____

Intake Meeting Date: _____

Title:	
Location:	
Manager:	Department:
Position description:	
Hard skills needed:	
Soft skills needed:	
Experience preferred:	
What type of cultural contribution would an ideal candidate bring?	
How will the candidate be successful within their first 90 days of working here?	
Sample career trajectories (list at least two possible trajectories for the individual if he/she performs well; this is especially important for opportunity youth as they will be attracted by opportunities to move up within the organization):	
• Trajectory #1: _____	
• Trajectory #2: _____	
Compensation (Base/Bonus/Other Incentives):	
• Range: _____	
• Bonus: _____	
• Equity: _____	

Process, key milestones

Target opportunity youth nonprofits to recruit from:
Interview process (e.g., batch days, panel interview days, how to pre-brief/debrief candidates, etc.):
Must have interviewers:
Interviewer's level of preparedness (e.g., interview trained, aligned on role expectations, prepared to participate and allocate time to interview/provide feedback):
Timeline for candidate search and decision:

Working together

Level of priority:	Percentage of time the hiring manager/team will spend to help fill this role:
Email response expectations:	Feedback expectations (quality and timeline):
Preferred method for delivering status updates (e.g., setting reoccurring meetings, sending emails, phone calls, texts, etc.):	

Summarize discussion

Shared understanding:
What the hiring manager can expect from you in the next few weeks:
Any other opportunities to engage with the business or gain insights into how the team operates (e.g., attending team meetings, shadowing business interviews, etc.):
Key decisions made:
Hiring manager's action items (e.g., gathering employee referrals, attending follow up meeting, etc.):

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Writing a Job Description

Job Description Checklist

Writing an accurate, descriptive, and compelling job description is a key element to finding your perfect opportunity youth candidate. This checklist will help you get started in writing a great job description. You can pick and choose between which information you want to include.

Depending on your organization's culture and standards, you may want to consider adding in a little humor and fun language throughout to make your job description stand out to opportunity youth.

How to Write a Killer Opportunity Youth Job Description

Job title

Having a job title that is searchable and straightforward for opportunity youth is important. When you write out your job title, make sure that it is:

- Without words that imply seniority (e.g. “senior”, “manager”, or “lead”), as these terms will deter opportunity youth who don’t have much experience from applying.
- Honest and doesn’t exaggerate the role’s importance.
- Search friendly – don’t try to be too creative with the title. Candidates won’t look beyond the title if they don’t understand what you’re looking for, so stick with common keywords that are self-explanatory.
- Descriptive of how the role ranks with other positions in the company.
- Comparable to similar jobs in the industry.

Why join us?

This is the company overview section. Use it to describe why the candidate should join your company and try to keep it concise. Think about including:

- Your company’s mission, vision, and values.
- Your company’s interest in hiring young talent.
- A description of the culture and the team the candidate would join and contribute to.
- Potential to move into higher roles if high performance is demonstrated.
- Your company’s past successes and industry impact.
- Any benefits the employee can expect.
- The company growth metrics.

What we’re looking for

This is your opportunity to describe your ideal candidate, and hopefully grab the attention of prospects that fit the description. Consider including:

- The traits the candidate you’re looking for should have and key job requirements.
- The skills that are essential for the role. It is important to focus on skills rather than experience, given that many qualified and capable opportunity youth have not yet had the opportunity to get experience in the workforce.

- The attributes of top performers at your company.
- If the position is full-time or part-time, paid or unpaid, or an internship. Internships are especially a great opportunity to bring opportunity youth into your organization and gauge their potential before presenting them a full-time offer. They can also introduce youth to your industry.
- The location and whether or not travel is required (and how much).

The impact you'll have

Illustrate what the candidate's day-to-day will look like and the opportunity she or he will have for career advancement.

- Express the value the position has within the company.
- Describe the role and responsibilities. Try to include 5-10 responsibilities.
- Begin each responsibility with an action verb in present tense. For example, "drive more website visits" or "elevate the customer experience."

Sound like you? Apply now!

Make the application process easy and fun.

- Optimize your careers page for mobile. Many opportunity youth use their phones to search for jobs.
- Save candidates some time by allowing them to apply with their LinkedIn profile.
- If materials like a cover letter, resume, or references are needed, state how the applicant should submit those items.

Learn more about [your company]

Use this section to include any further relevant information about your company. Try embedding a company culture video to mix things up!

Contact information

Don't make the mistake of leaving out contact information. Include the recruiter's email and phone number so that applicants can apply and ask questions.

Example Opportunity Youth Job/Internship Posting

Denver Metro Chamber of Commerce Executive Assistant Intern (3 months | 10-20 hours a week)

Background: The fast paced role of executive assistant is different for each assistant and requires a wide variety of skills and a great attention to detail. At the Chamber you will gain firsthand experience and learn from a great team of professional assistants. The knowledge and experience you will gain is transferable into a broad range of job opportunities.

- Learn by observation as you shadow members of the team
- Learn organizational skills as you help with daily tasks
- Learn customer service skills as you work with Denver business leaders

Sample things that you will learn and be a part of your day, week or whole experience

- Microsoft Outlook- emailing, scheduling, contact maintenance
- Database management
- Meeting planning, prep and follow up
- Travel arrangements
- Event planning
- Basic accounting functions- purchase orders

Basic skills

- Microsoft office – Outlook, Word, Excel, and some PowerPoint are desirable – to manage emails, schedule, input data, develop signage and nametags
- Comfortable with interacting with people as they come through the office
- Google Research
- Equipment to be used: computer, phone, basic room audio visual

Other important characteristics or requirements of the event team

- Will have limited access to social media and text during the day
- Detail oriented and organized
- Events and meetings outside of work hours with prior notice

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Phone Screening

Questions to Ask and Results Form

The phone screening stage is your opportunity to get a feel for the candidate's personality, communication skills, and experience. By asking the right questions, you can determine whether or not the opportunity you're considering is worth investing more time by bringing him or her in for an on-site interview.

Use the following questions to evaluate the candidate's phone presence, fit for the role, talent pipeline score (TPS), and more.

Phone Screening Questions

Company knowledge

- What do you know about our company?
- Why are you interested in this role?

Working with others

- Tell me about a time you worked with a team of people. What would they say about you?
- What do you think your friends would say about you?

Excellence in work

- Tell me about what you're most passionate about.
- What does going "above and beyond" on a project mean to you?
- Please give me an example and describe a time when you went above and beyond?

Opportunity youth status

- What have you been doing in your free time?
- What has been your most meaningful non-education/work experience in the past year?
- What skills have you acquired outside of school and work?

Motivations and potential to transform

- What does impact at a business mean to you?
- Where do you see yourself 2-5 years from now?

Phone Screening Results

Position: _____

Candidate Name: _____

Interview Date: _____

Interviewer Name: _____

Scoring

Phone presence (5 – excellent, 4 – great, 3 – good, 2 – fair, 1 – poor):	
Potential areas of improvement:	
Areas of strength:	
Overall fit for role (3 – great, 2 – good, 1 – not a fit):	
Recommendation for TPS (3 – yes, 2 – on the fence, 1 – pass):	
Notes or next steps:	

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On-site Interview Preparation

Setup Checklist

Now that you have qualified opportunity youth candidates for an on-site interview, consider setting up and distributing the following information to offer the best interview experience for both the candidate and the interviewers.

On-site Interview Packet

For the interviewer

Candidate information

Candidate name:	
LinkedIn profile:	
Position for which they are interviewing:	
Interview round:	
Hiring manager:	

Interview details

Schedule: Include date, time, and list of other interviewers.	
Interview location: If your office is large, include a map.	

Contact info:

Recruiter contact info:	
Recruiting coordinator contact info:	

Attachments

- Candidate resume
- Cover letter or email
- Job description
- Other: _____

For the interviewee

Pre-interview email:

*Note: This may not be what you are used to, but it will help opportunity youth prepare for the interview.

- Thank you for interviewing note.
- Confirm position title.
- Attach job description.
- Interview date and time.
- Interview location (include map and parking details).
- Contact name upon candidate arrival.
- Interviewer's LinkedIn profiles and title.
- Request for additional materials: List any materials they will need to bring (copies of resumes, references, writing assignment, work samples, etc.)
- Describe attire (formal interview, business casual, casual).

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On-site Interview

Behavioral Interview Questions

Using behavioral interview questions allows you to learn about your opportunity youth candidate's past behavior and performance. This helps you predict how they will perform at your organization in the future if you choose to hire them.

The following are sample behavioral interview questions for you to use. Choose the questions that you feel are most applicable for the role you are looking to fill. The questions you choose will also depend on whether your opportunity youth candidate has any work experience, as some questions specifically ask about the candidate's previous projects and relationships at work. If a candidate has no prior work experience, many of the questions in the following two pages can still apply if they are asked in the context of the candidate's friendships or involvement in community groups, rather than his/her time at work. It is ideal to use the same questions for each candidate interviewing for the same position to ensure consistency.

Remember there are often no right answers to a question. Make it clear to your candidate that you are looking for their best answer, not a predetermined "right" answer.

Behavioral Based Interview Questions

Ability to lead

- Have you ever had to “sell” an idea to your friends? How did you do it? What were the results?
- Describe a situation where you needed to use persuasion to convince someone to see things your way. What steps did you take? What were the results?
- Give me an example of a time when you felt you led by example. What did you do and how did others react?
- Tell me about the last time something significant didn't go according to plan that you/your team was responsible for. What was your role? What was the outcome?

Judgment & prioritization

- Describe the most productive team you've been a part of. How did you contribute to the team? What were the results?
- Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What happened as a result?
- Describe a time when you volunteered to expand your knowledge at work, as opposed to being directed to do so. How did you seek out the opportunity? What were the results?

Achievements

- What do you consider your greatest accomplishment? How did you achieve this? What was the outcome?
- Tell me about the most challenging situation you've faced, and what actions you took to overcome it. What was the outcome?
- What was your most significant accomplishment in your previous role? How did you achieve this? What was the impact?

Accountability

- Have you ever had a situation where you were working with someone who did not seem motivated to get the work done? How did you handle it? What was the source of demotivation? Did the job get done?
- Have you been assigned a task that you thought was challenging? What steps do you take in developing a plan of action? What was the result?
- Tell me about a time when you delivered more than was expected. Assume you got this job, what is the example of something you could do in that role to beat expectations? What motivated you in this particular case? Were your extraordinary efforts noticed by your managers or peers? What was the feedback?

Growth

- When was the last occasion you asked for direct feedback from someone? Why did you seek this information?
- Describe a time that you volunteered to expand your knowledge at work (or any other environment, if work is not applicable), as opposed to being directed to do so? How do you manage to accomplish the things you want to achieve with the things you must achieve?
- Recall a time from your work experience when your manager or supervisor was unavailable when a problem arose. How did you handle that situation? With whom did you consult?

Integrity

- Tell me about a time when you were on a team that had to make an uncertain decision where there was a possibility of negative public reaction. How did you manage the situation? How did you escalate the situation?
- Have you ever faced a situation when you had to take a longer way of doing something in order to adhere to proper professional standards? Did others disagree with your assessment of the situation? If so, how did you handle it?

Collaboration

- Give an example of a time when you were working on a project and had difficulty getting cooperation from a group outside of your team that was vital to the completion of the project. How did you go about requesting the assistance?

- Tell me about a time when you gave a presentation or held a meeting where it was important to influence someone's opinion. How did you prepare? What was the outcome?
- Tell of a time when your active listening skills really paid off for you, maybe a time when other people missed the key idea being expressed. Were you able to communicate these details to those who may have missed them?

Humor

- Everyone has certain job functions that are not as fun as others. How do you approach the work that you don't necessarily like to do? What type of work is less fun for you?
- Have you found any ways to make a job you were not enthusiastic about more rewarding? What about the job did you initially not find interesting?

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Post Interview Evaluations

Candidate Interview Evaluation Form

The following grid is to help managers and interviewers compare and evaluate the different applicants. This is a general guideline for the interviewer's personal thought process only and should be revised according to the particular situation, job requirements, etc. Each candidate should be assessed on the most important skills and performance competencies needed to succeed in the job. After deciding on the applicable criteria below, a point system can be used to evaluate how well each applicant meets the criteria.

NOTE: Use the same evaluation criteria when evaluating different applicants for the same position. Rating should never be completed during interview or in the presence of a candidate.

Candidate Interview Evaluation Form

Date:	Interviewer(s):	Recommendation:
Name of Applicant:	Position Interviewed for:	<hr/> H = Hire HC = Hold for Consideration NH = Do Not Hire BQ = Better Qualified for Another Position

Applicant Selection Criteria Matrix

Suggested Scoring System:

- 5 – Excellent (significantly exceeds criteria)
- 4 – Above Average (exceeds criteria)
- 3 – Average (meets criteria)
- 2 – Below Average (generally does not meet criteria)
- 1 – Unacceptable (significantly below criteria)

	Score (1-5)	Notes/Comments
Decision making/Judgment:		
Communication Skills:		
Skills and Education:		
Cultural fit:		
Initiative:		
Problem solving:		
Quality:		
Teamwork:		
Enthusiasm:		
Overall evaluation:		
What's your gut feeling on this candidate?		
Additional notes/comments:		

Rejecting Applicants

For applicants who don't hit the highest marks, it's essential to provide feedback rather than simply sending a rejection letter. Opportunity youth have great potential, but it can be hard for them to unlock it unless they hear the right feedback from the right people. Be constructive about what they can work on so that can ultimately land the job at your company. Be clear about whether the areas of improvement are in hard or soft skills, or both. If the applicant needs to work on his/her hard skills, recommend they look at the Training Finder ([linkedin.com/training](https://www.linkedin.com/training)) to find local training programs. If the applicant needs to work on his/her soft skills, recommend they look at the Soft Skills Learning Path on Lynda ([lnkd.in/softskills](https://www.linkedin.com/learning/soft-skills)).

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Onboarding

New Hire Checklist

Hooray! You have a new opportunity youth hire starting.

To ensure that the new hire is properly welcomed into the company and onboarded, here are some suggestions to ensure the team is prepared. Provide the following checklist to the hiring manager or key stakeholders, and make sure they are aligned to ensure each item is completed.

New Hire Checklist

New employee name:	
Date of hire:	
Supervisor / Manager:	

This checklist details many of the activities that need to take place in the new employee's first six months.

Before the new employee's first day

- Send offer/welcome letter along with information about dress code and what he/she needs to bring on the first day (including documents for HR/payroll).
- Notify unit personnel/payroll/benefits representative of hire.
- Prepare an agenda for the first week.
- Notify departmental information technology (IT) about new hire. Provide list of required software/hardware. Request email setup.
- Notify departmental telecommunications contact of hire. Request phone hookup and voicemail setup.
- Make lunch plans for employee's first day, and let them know it's your treat.
- Identify employee(s) with similar responsibilities to function as the new employee's coach/mentor for work-related processes and procedures.
- Add employee to department and/or unit organizational contact and routing lists.
- Make an appointment with the HR contact for the employee to complete new hire paperwork (payroll & benefits information) on his/her first day at work.
- Prepare parking permit information/paperwork (if applicable).
- Set up timesheet(s) (optional).
- Install appropriate hardware/software.
- Ensure e-mail is added to Employee Directory.

On the new employee's first day

- Send welcome e-mail to staff announcing the new employee's arrival, function, and location. Include the new employee's picture and a personal note from him/her indicating his/her interests both inside and outside the workplace.
- Introduce employee to co-workers. Set up 1:1 meetings with the colleagues your new employee will be working with regularly.
- Meet with personnel/payroll/benefits representative to complete new hire paperwork and to receive introduction to employee benefits.
- Schedule attendance at orientation programs:
 - 1) New Employee Orientation Program
 - 2) Benefits Orientation
- Order business cards.
- Introduce employee to work area, including:
 - Use of phones.
 - Departmental purchasing policies.
 - Computer orientation – common programs & useful websites.
 - Review and set up standard meetings.
- Orient employee to worksite:
 - Coffee room
 - Bathrooms
 - Photocopy machines
 - Fax machines
 - Supplies
 - Restaurants
 - Transportation
 - Break rooms
 - ATM's
 - Vending machines
 - Location of first aid and emergency supplies
 - Mail services

Within the first 2 weeks

Review departmental policies and procedures:

- Probationary period.
- Timesheets.
- Vacation and sick leave accrual and use.
- Hours of Work.
- Work Rules.
- Attendance Policy.
- Phone etiquette.
- Personal phone usage policy.
- Personal computer usage policy.
- Performance appraisal process.
- Merit/salary increase timeline.

Introduce employee to job:

- Review job description.
- Discuss supervisor's style and expectations.
- Review performance goals and expectations.
- Identify the "players" connected to the position; make appointments with "key players."
- Identify the "customers" served by this position; define customer service.
- Discuss employee safety.
- Review standard meetings the employee needs to attend.
- Identify what training and development activities will be needed in the next six months. Sign up for the appropriate classes.
- Meet weekly to complete orientation to work-related tasks and to ask/answer questions.
- Set performance expectations and discuss how and when the employee will be evaluated. Provide feedback on a weekly basis.
- Meet department head and executive team.

During first 6 months on the job

- Provide monthly coaching to the employee regarding his/her job performance, including a formal performance evaluation in the third month. The coaching should not only provide feedback to the employee, but also enable the employee to understand what specific actions he/she can take to improve performance.
- Make it clear to the employee that feedback goes both ways; feedback meetings should also allow the employee to speak up about any concerns.

After 6 months on the job

- Prepare formal six-month employee evaluation.
- Celebrate completion of probationary period!

Conclusion

Opportunity youth are an incredible untapped resource – ready, willing, and able to become your next employees. They have a lower barrier to entry and a drive and commitment that frequently outshines their more sought-after peers. You get substantial value back in the hiring cycle by finding loyal employees that stay longer and are committed to growing in your organization.

All it takes is that one opportunity, that one job, that can change someone's life. Give an opportunity youth a chance - you'll bring value back to your company, lift up the community, and forever make a difference in someone's life.

