

Hiring Basics: Process Overview



For public health innovation

Presented by Lisa Olcese and Gabe Rodriguez, June 2022

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Current State of Hiring at Trailhead, as of **June 7, 2022...**

Trailhead has completed **6** hires and currently has **2** open core staff positions, **1** open contract role, and **4** open affiliate staff positions.

Please check out our [careers page](#) and help spread the word!

– trailhead.institute/learn-more#careers

Based on expressed need, we anticipate hiring up to **7** additional core and affiliate staff before the end of the year.

Please be sure to keep us in the loop as you consider new hires and turnover so we can add your plan to our [Hiring Calendar](#).

It's not too early to start considering your staffing needs for 2023!

Overview and Laws

Roles and Responsibilities

Trailhead HR*

- Human Resources
 - Trailhead timeline is 120 days from job announcement to hire date (lead)
 - Position Description and salary review (input)
 - Posting position (co-lead)
 - Office Hours-first 2 weeks of posting (co-lead)
 - Interviews (input)
 - Participates in final interviews
 - Start date negotiation (input)
 - Offer letter/operational onboarding (lead)

Hiring Lead

- Timeline development (input)
- Role development (lead)
- Position Description (lead)
- Office Hours-first 2 weeks of posting (co-lead)
- Applicant Screening and resume review-2 weeks after posting
- Interviews (lead, with TH joining final interviews)
- Selection (lead)
- Salary/start date negotiation (lead)
- Onboarding (participate)

Hiring Committee

- Position Description (input)
- Interviews (participate)
- Selection (participate)
- Onboarding (lead)

* Gabe Rodriguez and Lisa Olcese, with Sara Scarim joining us soon!

Roles & Responsibilities

Trailhead HR

- HR policies/best practices
- Payroll and benefits management
- Administrative Liaison for Hiring Lead and Employee

Affiliate Partner

- Hiring Lead/Project Guide/Supervisor/Governing Board
- Supports day-to-day function and big picture planning for the role
- Makes hiring and firing decisions, in line with Trailhead's Employee Handbook and internal best practices

Colorado's Equal Pay for Equal Work Law

Highlights

- Make reasonable efforts to announce, post, or otherwise make known all opportunities for **promotion**
- Disclose in each job posting **the hourly or salary compensation**, or a range, and a **general description of all the benefits and other compensation**
- An employer may not require **salary history, use an individual's salary history to set a wage**, and discipline and/or retaliate against employees for **discussing wages**.
- Employers may **justify differences in pay** if they can be linked to certain factors listed in the Act
- Employees have **two years after a violation** to file a lawsuit in district court.
 - Documentation. Ethical Communication.

Salary & Job Classification

Pay band considerations & Setting Salaries

- Employee pay & classification must be consistent.
- It is extremely important that employees are classified correctly to ensure equal pay for equal work. Factors to consider include:
 - Exempt/non-exempt
 - Salary/hourly
 - Pay bands and titles
- Affiliate organizations determine their employee salaries based on their budgets, and may use their own titles based on what makes sense for their work. However, they are encouraged to align with these pay bands/job responsibilities to stay compliant with the law.

Assistant	\$41,500 - \$53,000
Assistant 1	41,500 – 45,100
Senior Assistant 1	44,950 – 49,650
Senior Assistant 2	49,550 – 53,000
Coordinator	\$51,500 - \$63,500
Coordinator 1	51,500 – 54,500
Senior Coordinator 1	54,250 – 58,700
Senior Coordinator 2	58,550 – 63,500
Manager	\$61,500 - \$78,600
Manager 1	61,500 – 66,250
Senior Manager 1	65,950 – 72,900
Senior Manager 2	71,900 – 78,600
Director	\$78,400 - \$123,000
Director 1	78,400 – 89,550
Affiliate Director 1*/Senior Director 1	89,000 – 100,700
Affiliate Director 2*/Senior Director 2	100,000 – 111,850
Affiliate Director 3*/Senior Director 3	111,000 – 123,000
President and Executive Director	\$120,000 - \$175,000

Salary & Job Classification

Colorado Overtime and Minimum Pay Standards (COMPS) Order #37

The following are salary and rounded annual equivalent minimums for overtime -exempt/salaried employees:

- January 1, 2022 \$865.38 per week (\$45,000 per year)
- January 1, 2023 \$961.54 per week (\$50,000 per year)
- January 1, 2024 \$1057.69 per week (\$55,000 per year)

Each year after 2024: prior year's salary, inflation-adjusted

Hourly employees must clock in and out

...and clock in/out for lunch & breaks.

In addition to salary minimum, job duties are another factor when considering hourly vs. salaried employees:

Assistants, Coordinators and positions that don't exercise independent decision-making are often, but not always, hourly. Please see HR for details.

Budget Considerations

Communicate all payroll changes to HR in a timely manner to ensure accurate processing.

Cost-of-Living Adjustment (COLA)

Please consider a total annual COLA of **6%** for every employee when budgeting for the following year. This can be distributed in **two** 3% increases, with the second increase considered as 'merit.' COLAs go into effect during the first full pay period in January.

Compensation Philosophy

Trailhead's Compensation Philosophy should be reviewed by all prospective affiliate employees. The goal is that salaries are competitive relative to the market, and that job titles correspond to pay bands. See document, "[Compensation Philosophy](#)."

Documentation

All payroll changes, including COLAs, increase/decrease in hours, and title changes, need to be submitted in writing using the **Payroll Change Form**. See HR to initiate this process.

Other Cost Considerations – Affiliate Staff:

Special Insurance Requirements

Please notify Trailhead about any requirements at the onset of the process

Credit Card

Optional, pending credit check and successful background checks. Any fees accrued (late fees, annual fees, etc.) will be charged to Partner budget.

Optional Tech Support (for Affiliates)

Billed hourly by GGT at an out-of-scope rate of \$200+ hour. Advise using own IT support, budgeting for all tech needs (equipment, licenses, software, etc.).

Review of Fees

	Fiscal Fee	Employee Fringe – 21 hours+	Employee Fringe – 20 hours-
Amount	10% on top of total budget	28% on top of annual salary	13% on top of annual salary
What it covers		<ul style="list-style-type: none"> • Health benefits, including vision and dental • 100% monthly employee health premiums • 401k with 3% match • Short and long term disability • Life insurance, \$50k • Payroll processing • Taxes and fees 	<ul style="list-style-type: none"> • 401k with 3% match • Payroll processing • Taxes and fees

16-Week Hiring Timeline

FROM JOB ANNOUNCEMENT DEVELOPMENT TO START DATE

Week 1: Job Prep

NEEDS ASSESSMENT | JOB DESCRIPTION DEVELOPMENT

Trailhead works with hiring lead/partner project to develop a job description that follows equitable employment law practices, salary and job classification.

Brand with Trailhead (and co-brand with partner).

Consider Employee vs. Contractor.

Hiring Lead will schedule 'Office Hours' with Gabe or Lisa during the open application period.

The Hiring Lead (Partner) will coordinate with their Hiring Team members to schedule dates for interviews (Week 4-6 from start)

Week 2-5: Plan, Promote and Review

SELECT INTERVIEW TEAM | SCHEDULE | PROMOTE POSITION | APPLICATION REVIEW

Trailhead and Hiring Lead will identify the **Interview Team** and **design Interview Questions**.

Trailhead and Hiring Lead will **promote position** to respective networks:

- Trailhead: website, Colorado Non Profit Association, LinkedIn, and Twitter
- Hiring Lead: website, local/state communities, partners, other.

Hiring Lead **receives and reviews applications** with help from Trailhead if requested. Lisa/Hiring Lead can schedule interviews.

Week 6-8: Conduct Candidate Interviews

INTERVIEW TEAM

Pre-Interview. Hiring Lead sends candidate Contact and Release form for reference contact and background check. Can attach to calendar invite.

Conduct interviews. Trailhead Liaison or designee must be present at final interviews.

- Create separate online file for all candidates.
- One member of the Interview Team takes team notes for candidate's file.
 - What was strongest about the candidate?
 - What didn't fit/would need work?
 - Continue in process?

Week 9-10: Decision & Offer

INTERVIEW TEAM

Hiring Lead, with input from Trailhead and Interview Team, makes final decision.

Hiring Lead calls finalist to negotiate salary and start date with consideration of timeline for finalist to give notice to their current employer.

Consult with Trailhead for start date options (must align with the start of a pay period).

Hiring Lead discusses final plan with Trailhead, who drafts the Offer Letter. Offer Letter is signed by Hiring Lead, Trailhead and Applicant and is sent securely by Trailhead through DocuSign.

- Next steps occur after fully signed Offer Letter is received by Trailhead.

Week 11-13: Trailhead Activates Administrative Onboarding

Lisa and Gabe send and activate **administrative** onboarding process (ie iSolved timesheet access, Benefits, Employee Handbook).

Schedule 4-part onboarding series with Hiring Lead (Trailhead only).

Affiliate partner receives an abridged admin onboarding series with Gabe, Sara or Lisa. Hiring Lead at affiliate organization schedules **programmatic** onboarding.

Week 14-16: Final Steps

Hiring Lead finalizes project, affiliate organization onboarding plan.

HR Team* meets with new employee in-person for admin onboarding (ie 401K, I9 paperwork); this process must happen within 3-10 days of start date and is scheduled directly with the new employee.

Please keep in mind that Trailhead's team of 2 (soon to be 3!)* is currently supporting multiple hiring processes across Trailhead simultaneously in addition to other tasks. Each hiring request is customized and can be highly detailed, so we build in the time to fully engage with each request.

* Plus Sarah Lampe who currently supports all 401k administration.

Ongoing

Hiring Lead/Guide meets with new staff regularly, documents meeting notes (light), schedules at least 2 formal reflection/reviews per year.

Trailhead HR provides administrative support.

Hiring Lead/Guide informs Trailhead immediately of any concerns, accolades and changes to employment status.

Hiring Lead: IF you have internal candidates and this would be considered a promotion, we must post the position for 8-10 days. We can keep the posting internal, and we won't identify or make reference to any "internal candidates."

Questions?

Thank You!

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