Community Manager Hiring Process

2020-10-14
Samvera Partners Meeting

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Outline

1. Hiring Committee Members
2. Overview of Knowledge, Skills, and Abilities (KSAs)
3. Timeline
4. Personal Observations

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If you want to go far, go together!

Hiring Committe Members

- Carolyn Caizzi [Chair] (Northwestern)
- Karen Cariani (WGBH)
- Jon Dunn (Indiana)
- Jeremy Friesen (Notre Dame)
- Richard Green (Samvera/Hull)
- Brian McBride (Utah)
- Rosalyn Metz (Emory)
- Carla Ashe-Hutchinson (Emory HR Liasison)

Knowledge, Skills, and Abilities

- Organized
- Effective communicator
- Collaborative
- Administrative skills
- Experience with distributed teams, open communities, LAM*, open source processes
- Familiarity with Samvera
- Ability to grow the community

Further details: https://wiki.lyrasis.org/display/samvera/Community+Manager+Search+Committee

* LAM - Library, Archives, Museums

Timeline

From the meeting minutes of our first meeting:

> *"Need someone identified by early September if there is to be any chance of having them in post for Connect 2020. This would imply screening in late July and extended interviewing late July into August - may be an impossible ask."*

Let's see how we did?

Timeline

Week	Activities
0	First Meeting (06-22)
1 to 5	Vacations, building out rubrics, timelines, questions, tooling, waiting for applicants, and scheduling (06-26, 07-02, 07-14, 07-22, 07-24, 07-29)
6 to 7	11 Phone Screenings (08-04, 08-05, 8-11)
7	Extended Interview Decision (08-12)
8	Status/Process Check (08-19)
9 to 10	3 Community Interviews (08-26, 08-28, 08-31), Recommendation Meeting (09-02)
11 to 14	All the HR things
15	Community Manager Heather Greer Klein's first day! (10-05)

Timeline: Week 0

The First Meeting:

- Reviewed the job description
- Learned about Emory hiring process
- Discussed review matrix and questions
- Established frequency/cadence of team

Timeline: Week 1 to 5

The Heart of the Work:

- Pre-Screen Rubric spreadsheet
- Meeting scheduling
- Interview scheduling
- Weighted KSAs
- Interview Questions
- Email template
- Interview script
- Initial Interview spreadsheet

Sidebar

We created spreadsheets and documents to allow individuals to work on their tasks in accordance with their schedule, yet to easily fold that work into the group's decision making process.

These tools also flexed so that not everyone need be involved, yet everyone used the same criteria for evaluation.

My plan is to make these various spreadsheets available, after I've made copies that don't have any history or identifiable information.

Pre-Screening

The Committee received anonymized resumes and cover letters. We individually evaluated each of the 40 resumes on two criteria:

- Requirements - do they meet, not meet, or exceed?
- KSAs - based on cover letter and resume, do they appear to have the desired KSAs?

From our individuals scores, we created an average for each applicant.

Between the 12th and 13th candidate we noticed a significant gap. We advanced 12 to the screening interview.

Interview Questions

We all submitted interview questions to a central document.

Two of us then went through the questions, mapping them to one or more KSAs, and built the five questions we would send to the candidates.

As a group, we reviewed those final questions.

Weighted KSAs

We didn't want to treat each KSA index as equal.

Each person had set number of points. For each KSA each person gave it between 1 to 4 points. We then averaged the results.

KSA	Weight	KSA	Weight	KSA	Weight
self-directed	4	work w/ distributed teams	2.57	presentation experience	1.57
collaborative work environment	3	administrative skills	2.43	technical literacy/depth	1.57
written communication	2.86	grow community	2.29	open source processes & exposure	1
organized	2.71	thrive in open community	2	familiarity w/ Samvera	1
oral communication	2.71	professional working relationships	1.71	work in LAM	1

Email Template

We sent each candidate an email with:

- Instructions
- Time Slots
- Questions to which we required a written response

Each candidate had about 1 week to complete their questions.

Meeting and Interview Scheduling

Carolyn kept our meeting invitations flowing and agenda's ready for each meeting.

Carla did air traffic control on all of the initial interviews

Interview Script

We wrote a script for each candidate's initial interview:

- Introduction
- Introductory question: What interests you about this position?
- Follow-up questions based on their written responses
- Close out with next steps

Initial Interview Spreadsheet

For each Using the weighted averages, we built a spreadsheet for each of committee member to complete for each candidate.

The spreadsheet accounted for weighted averages, quorum, and minimum number of required KSAs.

I'm super proud of this one!

Timeline: Week 6 to 7

For these two weeks, we interviewed 11 candidates, using:

- Their written responses
- Our interview script
- The candidate evaluation spreadsheet.

Timeline: Week 7

With initial interviews completed, we reviewed our evaluation spreadsheet and agreed on three candidates to send forward.

We planned what the extended interview would look like as well as who we'd need involved; We'd already begun that work in previous meetings.

We came to the meeting having worked through some possible presentation prompts, and settled on asking them to present on a plan for their first year.

Timeline: Week 8

This week was spent ensuring everything was in order for the extended interview. We also made sure each interview session had a facilitator.

Timeline: Week 9 to 10

We completed the extended interviews followed by a decision meeting.

We all agreed that every candidate would be a great hire. This was critical as we knew we had excellent "fallbacks" in case we hit snags.

We individually ranked our candidates, had a discussion, and produced our recommendation to the Steering Committee.

Timeline: 11 to 15

We engaged the HR process, and Heather Greer Klein officially joined Samvera on October 5th.

Personal Observations

Many of us learned that you may not want to submit a thank you letter when you are applying to a British-based position.

We spent time up front establishing a shared understanding then tools to support our processes. With these tools, focused agendas (Thank you Carolyn), and our variety of experiences and approaches, we moved quickly through a first ever hiring process.

When we did homework, we returned with the mental framing of offering this work up for response. This circumvented most "designed by committee" problems.