



Liberatory Hiring Checklist

Part I: Hiring Process

1. Establish Internal Clarity

- Set goals for hiring with a core team.
- Reflect | Identify relevant reflection questions (e.g., What worked well in the past? What could improve to align with the goals for hiring this time? What would feel liberatory?).
- Project manage this process by outlining the hiring process and timeline.

2. Recruiting Candidates

- Draft the job posting.
- Determine where to post.

3. The Application Process

- Determine how applicants may apply (e.g., resume, cover letter, application, video, or multiple options).
- Incorporate a learning stance. Include a specific learning question(s) if applicable. (e.g., Please share your thoughts on making this and other application processes more liberatory.)

4. Initial Application Review

- Check for implicit bias (e.g., We set up a rubric with questions that we answered Yes, No, or Maybe).
- Include multiple reviewers within your team.

5. Apply an ecocentric lens

- Invite similar and/or allied organizations to share job postings.
- Offers candidates the opportunity to access a pool of similar job postings from partners and ecosystem if not hired.

Part II: Interview & Screening Process

1. Continued Internal Learning

- Set regular, ongoing hiring team workspaces.
- Evaluate and update the process and goals as needed.

2. Communications to Candidates

- Set communication-specific goals, such as having clear and timely communications with candidates about the hiring process and timeline.

3. Interviews

- Review interview processes and send questions to candidates in advance.
- Send supporting materials in advance to candidates, such as interview questions.

- Send timely communications to candidates who were not hired.
- 4. Creating Space to Be Human**
 - Interviewers model practicing vulnerability.
 - Do not expect performative perfection from the candidates.
 - Understand and acknowledge the innate power dynamics that show up in interviews.
- 5. Demonstration Project**
 - Determine if a demonstration project would be helpful.
 - Pay candidates for their labor if they perform a demonstration project.
- 6. Seeking Broadened Perspective**
 - Determine if an external perspective would be helpful.
 - Invite a close external partner to join as an interviewer.
- 7. Reference Checks**
 - We started with [the Change Management Center's Reference Toolkit](#).
 - Send the reference questions in advance as well.
- 8. Practicing Abundance**
 - In what ways can abundance be part of the recruitment process?
 - Connect with external partners and similar organizations who are hiring to share posts with final candidates who still need to be hired.

Part III: Decision-Making & Offer

- 1. Continued Internal Learning**
 - Evaluate & update the process - Utilizing multiple ways of knowing, including “gut checks, bias checks, and reflections such as: “Are we seeing inequitable or non-liberatory patterns? Do we see white supremacy ways of being playing out?”
- 2. Prepare for Success and Mitigate Risks**
 - Refine and communicate expectations and hopes to new hires.
 - Align learnings from reference checks with organizational needs and conditions.
 - Surface and answer the “What If?” questions: Identify the group’s fears and worries and establish a risk mitigation plan.
- 3. The Offer**
 - Review current salary bands, budgets, and funding sources.
 - Assess your complete compensation package and compare it to the market rate for similar jobs.
 - Share the offer in writing (We didn’t do this, but we wish we had!).
 - Hold a conversation with each candidate to discuss a good-faith offer.

- If applicable, reassess at a predetermined time (e.g., six months) to see if compensation needs to be adjusted.



Part IV: Onboarding

1. Research, Reflections, and Design

- Review recent onboarding processes.
- Research best practices in the field.
- Set intentions.

2. Logistics: Getting set up (Before start + first week)

- Ordering workspace equipment (LLC is fully remote).
- Create and share logins to workplace systems.
- Connect new staff with the HR team.
- Share intentions and goals for onboarding via a welcome email.
- Set up 1:1 meet and greet meetings with new staff and current staff.
- Send a welcome gift/package.
- Provide a concrete schedule for the first two weeks + goals for the first 90 days.

3. Doing: Orientation and work in the first two weeks and 90 days

- Introduce new staff to the board, allies, and other stakeholders.
- Collectively self-assess and share communication and work styles. (Try tools like [StrengthsFinder](#) and Me Manuals (a similar tool: <https://www.manualof.me/>).
- Create actionable work plans.
- Schedule regular Supervisor Check-ins.
- Introduce new staff to the organization's work areas.

4. Learning: Orienting New Staff through watching webinars and reading articles/blogs

- Share history, mission, and origin story.
- Share background and strategy documents.
- Share governance and organizational structure.

5. Reflection and Fallow

- Set aside downtime to attend to the labor and coordination of onboarding.
- Reflect on the learning process with new team members.