

### **Case Study**

The organization serving as the primary example for both the Hiring Process and Onboarding series of videos had the following characteristics:

- Youth services mission
- Licensed professional staff
- \$2m annual operating budget at the time of the project
- New York City focus
- 6 full-time staff: executive director, operations director (HR and finance), office manager, program director, program manager, and one additional program staff member
- 10-14 part-time program and administrative staff
- 9 board members

The national search for the organization's first director of development began in November 2010 with planning and ended in March 2011 with delivery of an onboarding plan.

### **Resources**

- Idealist HR: <http://www.idealisthr.org/>.
- Society of Human Resource Management: <http://www.shrm.org/Pages/default.aspx>.
- 9 Common Interview Questions that are Actually Illegal: <http://www.businessinsider.com/9-illegal-interview-questions-that-sound-legal-2012-3#have-you-ever-been-arrested-1>.
- Turnover Calculator: *How Much Does Employee Turnover Really Cost Your Business?* Center for Economic and Policy Research: [http://www.cepr.net/calculators/turnover\\_calc.html](http://www.cepr.net/calculators/turnover_calc.html).
- Turnover Calculator: *Cost of Turnover*. Drake International: [http://www.cepr.net/calculators/turnover\\_calc.html](http://www.cepr.net/calculators/turnover_calc.html).

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