



Manager Hiring Guide

Your Goals

- Understand how our mission, purpose and values align with our hiring process
- Add consistency to the way we identify, interview, and hire diverse talent who embody our core values and drive innovation
- Adhere to fair and legal hiring practices
- Create a welcoming and productive interview process that reflects true[X] culture

As a hiring manager at true[X], you have both a tremendous responsibility and a great opportunity to impact the future of our company through the individuals you select to join the true[X] team.

The people at true[X] are the organization's primary long-term, competitive advantage and we are committed to creating a diverse team comprised of top talent who will support the organization's mission to deliver a connected commerce platform for the open internet that links advertising, marketing, and CX through common data and experiences.

Our success is rooted in a set of common principles that define who we are, what we do, and how we get it done. As a hiring manager, you will be involved in finding and developing top talent who can be:

- Inclusive and Empathetic
- Bold and Believable
- Innovative and Curious
- Resilient and fearless
- Respectful and Responsible

We differentiate our business by ensuring that our team is **innovative, inventive, relevant, and insight driven**. The purpose of this guide is to assist you in this critical effort. It contains information to assist you in successfully identifying, interviewing, and hiring the most qualified talent.

Our Mission

We deliver a connected commerce platform for the open Internet that links advertising, marketing, and CX through common data and experiences.



Our Purpose

We power trusted exchanges between people and companies that respect the value of time and attention.

Our Why



Impact

We strive to be the most respected global enterprise in AdTech by making technology more human.

Passion

We create a sense of belonging for all our employees and clients, and honor the vast differences that make us better.

Success

We harness the power of data and market intelligence to deliver relevant solutions and precise results.

Equity in the Interviewing Process

To maintain a fair and balanced recruiting process, true[X] requires hiring managers to apply the same interview process for any open role.

Each candidate for an open position is asked the same interview questions, in the same order.

While the questions asked of a candidate for an engineer role will differ from those for a sales role, it is important that the interviewer(s) for each respective role be consistent in how the interviews are structured, including questions and their order.

This consistency allows us to most easily compare candidates' strengths and weaknesses, against each other and against the requirements of the position.

Recruiting Excellent Talent

true[X] has identified four dimensions to greatly increase the probability that selected talent will meet performance expectations once on the job. Learning how to identify and evaluate these dimensions is at the heart of the true[X] mission, vision, and values.

Skills



- Track record of growth
- Technical ability
- Achievements

Communication



- Ability to listen
- Clarity
- Responsiveness

Problem Solving



- Focused
- Efficient
- Open-minded

Values



- Inclusive and empathetic
- Bold and believable
- Innovative and curious
- Resilient and fearless
- Resourceful and Responsible

Skills

Goal	Differentiate between various candidates' accomplishments, knowledge and skill sets.
Prior to Interview	Consider... <ul style="list-style-type: none">● What does success in this role look like six months from now? Twelve months from now?● What skills should the candidate possess to help the team to thrive?
Desired Characteristics	Evaluate... <ul style="list-style-type: none">● Track record of growth:<ul style="list-style-type: none">○ Does the candidate show an ability to acquire and apply new skills or knowledge?● Technical ability:<ul style="list-style-type: none">○ Does the candidate possess the necessary systems knowledge to perform well?● Achievements:<ul style="list-style-type: none">○ Can the candidate apply their experiences and skills to specific problems and achieve results?
Potential Questions	Ask... <ul style="list-style-type: none">● What were the duties and responsibilities of your most recent position?● What is your level of proficiency using [specific software or tool]? How do you currently use it in your role?● What is one project or achievement in your career that you're most proud of and why? What was it about this achievement that has stuck with you?● What is an accomplishment or a win that I don't see on your resume?● How would a current teammate or manager describe your ability to work on [these specific projects] or with [these specific tools]?

Communication

Goal	Compare the communication style of the various candidates.
Prior to Interview	<p>Consider...</p> <ul style="list-style-type: none">• What types of communication are required for success in this role?<ul style="list-style-type: none">○ Examples might include communication with:<ul style="list-style-type: none">▪ Current or prospective clients▪ Marketing, legal, finance or other external partners▪ true[X] senior leadership or board
Desired Characteristics	<p>Evaluate...</p> <ul style="list-style-type: none">• Ability to actively listen:<ul style="list-style-type: none">○ Does the candidate show engagement, reflect on what is being said, and ask follow up questions?• Clarity:<ul style="list-style-type: none">○ Can the candidate clearly articulate their knowledge and beliefs in a way that meets the needs of a particular role, in both written and verbal communications?• Responsiveness<ul style="list-style-type: none">○ Does the candidate respectfully assert opinions, proactively address complex situations or conflicts, and give helpful, appropriate feedback?
Potential Questions	<p>Ask...</p> <ul style="list-style-type: none">• Tell me about a time when you had a conflict or disagreement with a coworker or supervisor. What was the situation and how did you go about resolving it?• What sort of communication style are you most comfortable with?• Tell me about a time when you had to use data to tell a story or make a business case to a client.• How might you respond if a team you were working on had an individual teammate who was not engaged or pulling their weight on a project?

Problem Solving

Goal		Judge how each candidate learns, plans and adapts.
Prior to Interview		<p>Consider...</p> <ul style="list-style-type: none">• What sorts of problems or challenges will the candidate most commonly encounter as a part of this role?• In which areas is it essential for the candidate to take initiative?• In what areas will the candidate need to apply creativity the most?
Desired Characteristics		<p>Evaluate...</p> <ul style="list-style-type: none">• Focused<ul style="list-style-type: none">○ Does the candidate remain focused on the pursuit of their goals, both when encountering adversity and achieving success?• Efficient<ul style="list-style-type: none">○ How do they prioritize and balance short-term and long-term goals?• Open-minded<ul style="list-style-type: none">○ Does the candidate exhibit a growth mindset, a sense of curiosity and a willingness to adapt?
Potential Questions		<p>Ask...</p> <ul style="list-style-type: none">• What is one of the things at your most recent job/company that you wish you could change? How would you change it and why?• Can you tell me about a time where you had to overcome some sort of adversity in the workplace?• Give an example of a time when you took the initiative and set a challenging goal for yourself or your team.• When did you have to adjust your own behavior to collaborate effectively with a challenging colleague or client? What was the outcome?• Tell me about a time when you had to learn something new quickly. What was the situation? What was your process for doing so? What was the outcome?

Values

Goal	Seek to understand what drives each candidate and whether their work values align with the organizational values of true[X].
Prior to Interview	<p>Consider...</p> <ul style="list-style-type: none"> • What should the candidate expect, in terms of direction, guidance, and day-to-day communication from their manager? • Does the organizational culture of true[X] align with the future goals of the candidate? • What specific characteristics of the team or department are relevant to the success of the candidate?
Desired Characteristics	<p>Evaluate...</p> <ul style="list-style-type: none"> • Resilience and grit <ul style="list-style-type: none"> ○ Does the candidate possess an ability to bounce back in the face of adversity and exemplify resourcefulness? • Inclusiveness and empathy <ul style="list-style-type: none"> ○ Does the candidate honor and respect diversity and show concern for others well being? • Innovative and curious <ul style="list-style-type: none"> ○ Does the candidate pose insightful questions that illustrate a sense of curiosity or an ability to think outside the box?
Potential Questions	<p>Ask...</p> <ul style="list-style-type: none"> • What parts of the role will be the most natural fit for your experiences and skills? Where will you need to learn or grow the most? • What was it about true[X] and/or this role that sparked your interest? • Consider the core values of true[X], which one stands out to you the most, and why do you think that is? • Can you tell me about a time when you demonstrated [insert a true [X] value here]? • Can you tell me about a time when you did what was right, despite that path not being what was easiest or most rewarding for you?

Hiring Process

Whether you are filling a new position or backfilling an existing position, approval from People Operations, Finance, and Leadership is required.

Stage

1

Complete Hiring Requisition Form

Pro Tip

Investing more time in clearly defining the role ensures a better candidate pool down the line.

- ✓ Partner with People Operations to assist you with this step, they will help you to establish:
 - Job title
 - Pay range
 - Bonus program
- ✓ A written job description is also required to determine qualifications, allow supervisors to provide approval and to give clarity to potential candidates.
 - If no job description exists your People Operations partner will work with you to ensure proper pay range, legal requirements and ethical standards are met.

Stage

2

Obtain Approval

- ✓ Your hiring requisition form will be routed for approval to the appropriate stakeholders in People Operations, Finance and Leadership.
 - If approved, People Operations will notify the hiring supervisor and recruiter to start the recruiting process.
 - Approval indicates all elements of the request are consistent with true[X]'s salary administration policies.
 - All positions must be posted internally as well as externally to create transparency and trust throughout the organization.

Stage

3

Post Job

Use of External Recruiters

Contracts must be approved by People Operations and signed by Legal prior to starting the recruitment process.

The hiring manager still needs to follow the rest of the processes outlined in this document.

- ✓ Internal postings
 - All open positions must be posted internally for a minimum of seven business days in a common place.
 - Internal candidates must meet the same rigorous qualifications as external candidates.
- ✓ External postings
 - The hiring manager will partner with a true[X] recruiter to develop the hiring strategy and determine where and how to post the position externally.
 - Candidates will be screened and shared based on their skills and abilities via Greenhouse in conjunction with recruiter.

Stage

4

Conduct Interviews

Pro Tip

Narrow your list of candidates before conducting final interviews.

- ✓ As an Interviewer, you are almost always the first point of contact with true[X] and provide the initial impression of the organization.
 - You represent not only you and your immediate team, but the entire company.
- ✓ External and internal candidates will receive the same equitable treatment and consideration.
- ✓ The recruiter will coordinate scheduled interviews by collecting the candidate's availability and referencing your calendar to create the appointment.

Stage

5

Debrief and Review Candidates

Pro Tip

Greenhouse's scorecards are specifically designed to reduce bias and ensure quick and timely interview processes for everyone.

- ✓ Log into Greenhouse to review and rate each candidate using the link to the Candidate Scorecard.
 - Submit your scorecard, as well as any notes you have about the candidate through Greenhouse within 24 hours of the interview.
- ✓ Meeting with all interviewers to be facilitated by the recruiter.
 - Round robin discussion of each candidate will take place.

Stage

6

Make an Offer

- ✓ Once your hiring decision has been made, an offer for employment must be prepared.
 - A written offer of employment is required for all new hires, whether they are outside hires or internal placements.
 - All offer letters will be prepared by People Operations to ensure that all required information is included and that offers of employment are consistent throughout the organization.
- ✓ Upon the candidate's acceptance, your People Operations partner will coordinate all the required pre-employment activities including a background check and HR onboarding.

Diversity Hiring

A diverse and inclusive workplace is beneficial:



- Improved team performance, creativity and problem solving
- Historically, higher market share and capture new markets
- Companies with a diverse and inclusive workplace usually have higher employee retention
- Companies often have better financial returns
- Companies with a diverse and inclusive workplace are three times more likely to be high performing and eight times more likely to receive better business outcomes

The Research says:

A 2015 McKinsey report on 366 public companies found that those in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry mean, and those in the top quartile for gender diversity were 15% more likely to have returns above the industry mean.

Accommodations for employees with disabilities tend to be low or no cost. **Sixty-seven percent** of employers surveyed spent nothing at all. **Thirty-nine percent** said there was a one-time cost, with a median of US \$500. Only **four percent** said there was an ongoing annual cost to the company.

In a study published in *Innovation: Management, Policy & Practice*, the authors analyzed levels of gender diversity in research and development teams from 4,277 companies in Spain. Using statistical models, they found that companies with more women were more likely to introduce radical new innovations into the market over a two-year period.

Rock , David, and Heidi Grant. "Why Diverse Teams Are Smarter." *Harvard Business Review*, Harvard Business Publishing: Higher Education, 19 Mar. 2019, <https://hbr.org/2016/11/why-diverse-teams-are-smarter>.

Job Accommodation Network (Updated 10/19/2020). Workplace accommodations: Low cost, high impact. Retrieved 11/01/2021, from <https://askjan.org/topics/costs.cfm>

Legal Considerations

true[X] commits to...

- ☑ supporting equal opportunity for all candidates regardless of race, color, national origin, age, religion, disabilities, veteran status or gender
- ☑ taking great care to follow all anti-discrimination laws
- ☑ creating a sense of belonging for all our employees and clients
- ☑ honoring the vast differences that make us better

Questions to avoid

- What religion are you?
- What holidays do you celebrate?
- Do you belong to a club or social organization?
- How much longer do you plan to work before you retire?
- When did you graduate?
- Have you been arrested or convicted of a crime?
- If you get pregnant, will you continue to work?
- Are you married or plan on getting married?
- Were you born here?
- What is your national origin/native language?
- Are you a member of the National Guard?
- Were you honorably discharged?
- Do you have a disability?
- What is the status of your health?
- Why did you need to take a leave of absence?

The law provides protection from discrimination in employment because of:

Race

Sex

Marital Status

Mental Disability

National Origin

Age

Color

Ancestry

Veteran Status

Domestic Partner Status

Genetic

Information/Characteristics
Information

Sexual Orientation

Medical Condition

Religion

Physical Disability

Citizenship

Family Status

Gender/Gender Identity

Pregnancy

true[X] Talking Points

In order to retain top talent it is essential to communicate all that true [X] offers that distinguishes it from other organizations.

Medical, Dental, Vision Insurance

We cover 100% of premiums for employees and their dependents, effective on the date of hire.

Depending on geographical location, an assortment of PPO and HMO options are available.

Life Insurance

We cover the cost of a life insurance policy for each employee, up to 1x annual base salary with a cap of \$50K. Employees have the option to purchase additional coverage at their own expense.

Disability Insurance

We cover the full cost of both short- and long-term disability insurance for all employees.

FSA & HSA

We offer Flexible Spending Accounts to all employees, for both health care and dependent care expenditures. Any employee who enrolls in a high-deductible health care plan is eligible for enrollment in a Health Savings Account.

401K

We offer a 401K plan with a 3% company match. After a 90-day waiting period, employees are able to enroll, and company match vests immediately with each pay period.

Cell Phone Reimbursement

We reimburse each employee up to \$100 per month for their cell phone bill.

Gym Membership

Each employee is eligible for reimbursement of up to \$50 per month toward a gym membership or workout classes.

Professional Development Stipend

Employees are eligible for reimbursement of up to \$500 per year, or \$1500 per year towards accredited courses.

Unlimited Paid Time Off

Take the time you need

Paid Holidays

We observe 11 paid holidays each year