Facilitator Guide |

Business Framework: Decision Making Scenarios (Day 2)

Updated: October 2022

Session: Intro to Indeed | Business Framework: Decision Making Scenarios
Total Run Time: 90 minutes

Deck Link: Business Framework -Introduction to Indeed Deck
Participant Guide Link: https://docs.google.com/document/d/1mY7JG2zC_aUwVu-n287MQmFwF2Q5KwqKFaxb0I_-SGI/edit#
Link to ILT resources:

Case Study Resource
Kahoot
Slido
Degreed

Session Learning Objectives:

- Describe the business responsibilities of selected business areas
- Explain our company strategy and where we want to go in the future
- Explain how teams collaborate on tasks and projects
- Recall our company values and their importance to the business.

Slide	LP Key	Timing	Key Objectives
Show Kahoot	Do	10 minutes	Facilitator will begin the session with their screen shared and the **Business Framework Decision Making Scenario Kahoot** game loaded and displayed. Kahoot music should be playing in the background. The facilitator should also have Slido up in another tab as well as the deck beginning in full screen on slide 1 for easy transition. All tabs should be pinned and the bookmark bar hidden. Remind learners that CC is available for anyone that would like to avail of a live transcript or closed captioning during the lesson. 1. Create welcoming classroom experience and begin to connect with attendees by welcoming them to Day 2. 2. Welcome attendees in batches, and instruct them to log into the Kahoot game. Let them know they are encouraged to use a second screen or mobile device for the activity as it is easier to answer questions this way. 3. Tell the group they can join by entering in the game pin first then their name, or they can scan the QR code with their mobile device to join. 4. While the class is joining and you are directing them to join the Kahoot, engage the class in conversation. Verbally ask the group, "What popular food dish from your hometown would you recommend someone to try?" Encourage people to come off mute or share in the chat box. 5. Since this is the first time the group is playing Kahoot, explain how the game works, what to do if someone is not participating in the Kahoot, and remind them of the incentive. a. *You will see a question with multiple choice answers on the shared screen. On your device, select the correct square. Accuracy is important, but time is also a factor. The player who answers correctly, as well as fastest will have the most points.* b. *For anyone who does not wish to participate in the Kahoot, please message the facilitator directly for a self-paced alternative. You can still earn points for your team if you complete the self-paced review, instead of the Kahoot.* c. *As a reminder the team accruing the most points from today's review activities will earn an advantage that will help*

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			them in the final Escape Room challenge. To ensure we give points to the correct team, you must use your first and last name in the Kahoot game. 6. Ask the group if there are questions. Once approximately 90% of the group has joined the game, begin. Begin by 3 minutes after the top of the hour at the latest.
Show slido	Do	15 minutes	1. Transition: *Now that we've had time to recap some of the topics from yesterday, let's take a few moments to answer some questions in the Slido. Please also remember this is a good time to pull out your electronic or printed version of the participant guide and take notes throughout the session.* 2. Check Slido for questions added from Day 1 3. Remind the group to upvote questions they want answered. The facilitator should include the Slido link in the chat for anyone who needs it. 4. Facilitator will lead a Q&A of the most highly ranked questions.
	Say	3 minutes	Outline agenda items for today's session as they appear on the slide 1. *Today we are going to reflect on the business framework that you learned about yesterday. As a recap, our business framework is what drives us at Indeed. It is what we believe, and it is how we act on our beliefs and goals to keep innovating and moving forward. We are going to begin by working through a group case study, all together, discussing a tough situation Indeed has been faced with in the past.* 2. *We will review the approach that Indeed took and how the decisions that were made were driven by our mission, vision, and values.Then, you'll have an opportunity to draw these connections in your small teams. Together, you and your team will work through another tough situation Indeed was faced with to come up with a potential solution that upholds our business framework.* ● Probing Question: *Before we get started, who can remind us of the different parts that make up our business framework?*
	Say	4 minutes	Transition: *Thank you all for reminding us of Indeed's business framework. We will be using this knowledge as we work through our group and breakout activities today. Let's begin with our group activity.* Facilitator reads the case study below Group Case Study Background: ● *For many years, Indeedians requested more insight into salary bands for jobs internally at Indeed to better understand compensation as they grow their career. There were also questions about salary bands from external candidates applying to jobs at Indeed. Like many companies, Indeed's stance was to not publicly disclose any salary information. How do you think Indeed has responded to these requests for salary transparency?*
	Do	10 minutes	Say: *Let's take a few minutes to reflect independently on what you believe the path forward and outcome was for Indeed using the guiding questions in your participant workbook and on screen here. After 3 minutes of independent reflection, we will discuss what actually happened and the factors that went into making that decision.* Allow group **3 minutes** for independent reflection on the case study, direct participants to answer the following questions in their participant workbook (Page 1 of workbook): ● What immediate next steps do you think Indeed took to solve this challenge?

			● What do you think the results were? ● What parts of the business framework do you think most heavily influenced the decisions made and why? ● Which teams do you think were involved in these decisions? During the independent reflection time, set up the breakout rooms for the upcoming breakout activity. ● There will be 4 rooms in total. You will keep the groups in their preassigned cohorts. The breakout room names will be: ○ Group 1: Sponsored Job Tag ○ Group 2: Job Seeker Demographic Data ○ Group 3: Cannabis Dispensary Job Postings ○ Group 4: Justice Impacted Job Seekers ● Set the breakout room timer to 15 minutes Once independent reflection time is up, reconvene the group for a **7 minute discussion.** Begin by first asking 1-2 people to share their thoughts on the following questions with the group: ● What actions do you believe Indeed took when presented with this decision? ● What do you think the outcome was for this situation?
	Say	1 minute	Transition: Thank you for sharing your thoughts on Indeed's actions and the outcomes. Let's take a look at what actually happened. Facilitator should highlight the parts of the approach and results that were not already mentioned in the above discussion. Facilitator can reference the following for guidance on revealing the solution before moving into probing questions: **Approach:** *Indeed began doing research to understand the average salary of Indeedians for each role and geographic location. Indeed also began working with two consultancy companies, Mercer and Radford, to provide Indeed with anonymous salary surveys from similar external companies within the industry. Indeed wanted to ensure that the salary ranges were consistent with the labor market trends.* **Results**: *In 2019, Indeed published the findings of their salary transparency study. As a result, we created an initiative that allows all internal Indeedians and external candidates to see what the salary range is for each role up to the Senior Director level. For individuals who fell below the bottom of the salary range, their salary was adjusted to be within the band. Indeed continues to update salary bands with regular review of market trends as they change. Indeed's stance is that Indeedians are job seekers even when they are looking for internal roles, and we should provide as much information as possible to help them. We also encourage employers to do the same in their hiring practices.* Before moving to the next slide, dive deeper with the group to have them think about what parts of the business framework drove the direction of this approach and results. *Ask:* ● What parts of the business framework do you think influenced the decisions made and why? ● Which teams do you think were involved in these decisions?

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	Say	4 minutes	*Say: You've shared some excellent ideas about how our business framework led us in our decision.* Facilitator should highlight the parts of the business framework that were not already mentioned in the above discussion. Facilitator can reference the following for guidance on addressing the business framework before moving into probing questions: ● **Mission:** ○ We help people get jobs: We want to help all job seekers get jobs that are a good fit for them, including our own Indeedians. ● **Values:** ○ Job Seeker First: We want to give the job seeker as much information as possible when applying for jobs to help them make the best decision for them. ○ Innovation: This is a way for us to pave the way and encourage other employers to disclose this information as well. ● **Strategy:** ○ We are helping the employers receive candidates better aligned with their salary range upfront, getting closer to their next hire more efficiently. ● **Teams Impacted:** ○ Finance: assisting with disclosing salary information ○ Legal: ensuring we were not violating any employee privacy by disclosing this information ○ Human Resources: ensuring the salary bands are accurate with current compensation and preparing this team for any Indeedian related questions or concerns once the bands were released As time permits, ask the following: ● Do you feel as though we remained true to what is most important to us as a company? How so? ● What are our initial reactions and feelings? (Encourage the group to add these insights to the chat box) ● How did the solution we came up with differ from the actual solution? Pros/cons of each solution? (Instruct the group to raise their hand and come off mute to answer this portion).
	Say	1 minute	Transition: *Now that we've had a chance to think about a decision Indeed was faced with as a group, it's time for us to practice making important business decisions leveraging our business framework in our small groups.* Explain the instructions: ● *In your small groups, you will have 15 minutes to work through another case study.* ● *Each group will be assigned a different topic. Your breakout room name will be the case study topic you will be working on. The corresponding group number and topic can be found in your participant guide.* ● *Take a few moments to read through the background of your case study together. Then use the remaining time as a group to discuss possible solutions and answer the questions in your participant guide.* ● *Please nominate one person from your group to be the speaker and share your thoughts with the wider group when you come back.* ● *I will send out a one minute warning so you know when to wrap up your conversations.* ● *I will also be hopping into the groups to check in on the conversations and provide any guidance needed, but you can also use the "Ask for Help" prompt from your breakout room if needed.*

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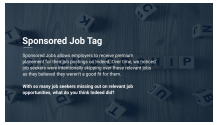
			● *Are there any questions before I open the break out rooms?* Facilitator opens breakout rooms: ● After 2 minutes, the Facilitator will join each room to check in on conversation. As you enter breakout rooms to check in on everyone, if any group is having a difficult time coming up with ideas, ask the following questions to get them thinking: ○ What part(s) of our business framework stands out to you that may have helped guide the business? Why do you think this part(s) was most important in this decision? ○ What team first comes to mind in helping guide this decision? What other team may have needed to assist that team to achieve their goal? ● The facilitator sends 1 minute left reminder ● The facilitator closes rooms
	Ask	4 minutes	Transition: *Welcome back everyone. I hope you enjoyed your group conversations. We are going to complete our sharebacks in order by group beginning with Group 1. Feel free to take notes in your Participant Guide on the solutions presented by the other groups.* The facilitator should read the screen aloud so that the entire audience is familiar with the topic. Once they have read the screen aloud, ask the volunteer from Group 1 to walk us through the answers to their first two questions: ● What immediate next steps do you think Indeed took to solve this challenge? ● What do you think the outcome was for this situation?
	Ask	1 minute	Transition: *Thanks for sharing your group's insights! Let's reveal the actual approach and results.* Facilitator should highlight the parts of the approach and results that were not already mentioned by the spokesperson. Facilitator can reference the following for guidance on revealing the solution before moving into probing questions: ● **Approach:** *Indeed conducted research and A/B testing to see how removing the sponsored tag would impact job seekers and clients. They also looked at this testing in specific markets to determine if it would benefit all job seekers in all markets, and what regional requirements might exist.* ● ***Results:*** *As a result of our research and testing, Indeed uncovered that job seekers were more likely to click the job listings on the search engine results page if the 'sponsored' label was not present. This was likely because they assumed jobs with the sponsored label were appearing because they were paid for, not because they were relevant opportunities. To ensure job seekers didn't miss relevant job postings, we decided to remove the 'sponsored' tag on job listings in the majority of our markets. To ensure Indeed remains compliant with local guidelines, Indeed left the 'sponsored' tag in our Japan market. In India, we have changed the 'sponsored' label to say 'Hot Job'. This allows us to stay compliant while also attracting job seekers to relevant roles for them. Since we no longer have 'sponsored' jobs notated in search results, we now display a mix of sponsored and non-sponsored jobs on each search page based on what is relevant for job seekers.. At Indeed, we are continuously testing how we can create a better experience for job seekers and help our employers get closer to the hire. By making these changes, we are upholding these beliefs.* Before moving to the next slide, ask the spokesperson for Group 1 to share what their team came up with connecting this decision to the business framework. Ask:

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			• What parts of the business framework do you think influenced the decisions made and why? • Which teams do you think were involved in these decisions?

	Ask	1 minute	*Say: Group 1 shared some excellent ideas about how our business framework led us in our decision.*
			
			Facilitator should highlight the parts of the business framework that were not already mentioned in the above discussion.
			
			Facilitator can reference the following for guidance on addressing the business framework before moving into probing questions:
			• **Mission:**
			  ○ We believe supporting the job seeker in their search is the foundation of our business, and we prioritized their experience even knowing it could risk some of the revenue Indeed made.
			• **Values:**
			  ○ Job Seeker First: This decision was made with the mindset that we need to encourage job seekers to connect with the most relevant jobs for them.
			  ○ Data Driven: We let the data tell us what was best for the job seeker and also used it to understand how we could remain compliant in these two markets with the market specific adjustments made.
			• **Teams Impacted:**
			  ○ Legal: helping us innovate while staying compliant in various markets
			  ○ PTE teams: implementing the change within our search engine and Sponsored Job product
			  ○ User Experience teams: helping us understand the data from testing and use it to help us make decisions and move forward.
			
			As time permits, ask the following:
			• Do you feel that we remained true to what is most important to us as a company? How so?
			• What are our initial reactions and feelings? (Encourage the group to add these insights to the chat box)
			• How did the solution we came up with differ from the actual solution? Pros/cons of each solution? (Instruct the group to raise their hand and come off mute to answer this portion).

	Ask	4 minutes	Transition: *Thanks for your thoughts Group 1! Now let's hear from Group 2.* The facilitator should read the screen aloud so that the entire audience is familiar with the topic. Once they have read the screen aloud, ask the volunteer from Group 2 to walk us through the answers to their first two questions: • What immediate next steps do you think Indeed took to solve this challenge? • What do you think the outcome was for this situation?
	Ask	1 minute	Transition: *Thanks for sharing your group's insights! Let's reveal the actual approach and results.* Facilitator should highlight the parts of the approach and results that were not already mentioned by the spokesperson. Facilitator can reference the following for guidance on revealing the solution before moving into probing questions: • **Approach:** *Indeed began exploring how we could use this data to better our job seeker experiences. We also explored options*

			about what information would be most important to collect and if we should only collect it in certain circumstances. ● **Results:** *In May of 2021, Indeed began collecting job seeker data on a voluntary basis for job seekers who RSVP'd to an interview through the Indeed Hiring Platform. The Indeed Hiring Platform is a product that allows employers to automate much of their hiring process and meet job seekers at the interview phase, once the job seeker has gone through automated screening. After the job seeker passes the automated screening, they are able to RSVP to an employer's interview. Demographic information that is gathered when a job seeker RSVPs includes age, race, ethnicity, gender, disability status, and LGBTQ+ community. Indeed conducted research in advance to understand how this information could be gathered in a legally approved process and stored in a secure way. By keeping this information collection optional, job seekers don't have to feel pressure to disclose information they may not feel comfortable sharing. Having this data allows us to use it to understand how to improve the job search process and job seeker experience for job seekers of all demographics.* Before moving to the next slide, ask the spokesperson for Group 2 to share what their team came up with for connecting this decision to the business framework. Ask: ● What parts of the business framework do you think influenced the decisions made and why? ● Which teams do you think were involved in these decisions?
	Ask	1 minute	*Say: Group 2 has shared some excellent ideas of how our business framework led us in our decision.* Facilitator should highlight the parts of the business framework that were not already mentioned in the above discussion. Facilitator can reference the following for guidance on addressing the business framework before moving into probing questions: ● **Values:** ○ Job Seeker First: We want to find ways to meet the unique needs of all job seekers, and the more we know about them, the more effectively we can do this. ○ Innovation: We are looking to build and create new and innovative products for all job seekers that are on Indeed. ○ Data Driven: We are using the data we are provided from job seekers to continue to improve our site. ● **Strategy:** ○ If we are able to innovate and create new products for our job seekers that help them find the perfect role for them, this will help employers hire faster and more efficiently ultimately getting them closer to their hire. ● **Teams Impacted:** ○ ESG: ensures this data is collected and used in inclusive and ethical ways. ○ Legal: advises on what data we can legally collect and how. ○ PTE teams: developed the ability to collect this information as part of the RSVP process within the IHP product. ○ Security: Ensures job seeker information is kept secure and used correctly. As time permits, ask the following: ● Do you feel that we remained true to what is most important to us as a company? How so? ● What are our initial reactions and feelings? (Encourage the group to add these insights to the chat box) ● How did the solution we came up with differ from the actual solution? Pros/cons of each solution? (Instruct the group to raise their hand and come off mute to answer this portion).

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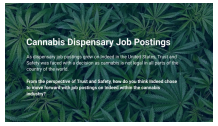	Ask	4 minutes	Transition: *Thanks Group 2 for your thoughts, let's head to Group 3.* The facilitator should read the screen aloud so that the entire audience is familiar with the topic. Once they have read the screen aloud, ask the volunteer from Group 3 to walk us through the answers to their first two questions: ● What immediate next steps do you think Indeed took to solve this challenge? ● What do you think the outcome was for this situation?
	Ask	1 minute	Transition: *Thanks for sharing your group's insights! Let's reveal the actual approach and results.* Facilitator should highlight the parts of the approach and results that were not already mentioned by the spokesperson. Facilitator can reference the following for guidance on revealing the solution before moving into probing questions: ● **Approach:** *Indeed wants to ensure our site includes as many real, active, and safe jobs that are hiring now as possible, and we want them to be shared with relevant job seekers. In some states and countries, marijuana is legal while in others it is not. Indeed had to keep this in mind when exploring whether or not we could or should allow these types of jobs on Indeed.* ● **Results:** *After evaluation of these types of jobs, it was the decision of the business to treat these jobs just as any other job, with the caveat that the location in which the job is posted must have marijuana legalized. At the end of the day, the jobs these employers are looking to post on Indeed are legal in their location, they are real and hiring now, and they may be of interest to our job seekers in these markets. The Trust and Safety team will continue to review these jobs and ensure they are only posted where marijuana is legalized. This includes both states in the US as well as markets around the world. This decision has allowed many employers to make the hires needed to keep their businesses running and has also provided employment opportunities for many job seekers.* Before moving to the next slide, ask the spokesperson for Group 3 to share what their team came up with for connecting this decision to the business framework. Ask: ● What parts of the business framework do you think influenced the decisions made and why? ● Which teams do you think were involved in these decisions?
	Ask	1 minute	*Say: Group 3 has shared some excellent ideas of how our business framework led us in our decision.* Facilitator should highlight the parts of the business framework that were not already mentioned in the above discussion. Facilitator can reference the following for guidance on addressing the business framework before moving into probing questions: ● **Values:** ○ Job Seeker First: We want to prioritize the experience of job seekers and ensure they can access as many opportunities that are real and active as possible. These roles could be a good fit for someone, and we want that job seeker to see this opportunity so they can decide for themselves. ○ Data Driven: We are relying on the data and ruling of a local government entity to help guide us on whether or not a job is allowed on Indeed within this industry. ● **Strategy:**

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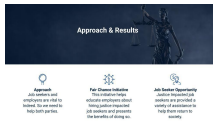
			○ Indeed is helping employers within this industry get closer to the hire by displaying relevant job postings on Indeed where they are leagal. ● **Teams Impacted:** ○ Trust and Safety: makes decisions about what jobs should appear on Indeed and adjusts those rules based on evolving regulations. ○ Legal: provides insight on where cannabis is legal and what jobs may or may not align with legal regulations. As time permits, ask the following: ● Do you feel that we remained true to what is most important to us as a company? How so? ● What are our initial reactions and feelings? (Encourage the group to add these insights to the chat box) ● How did the solution we came up with differ from the actual solution? Pros/cons of each solution? (Instruct the group to raise their hand and come off mute to answer this portion).
	Ask	4 minutes	Transition: *Thanks for your thoughts Group 3! Now let's hear from Group 4.* The facilitator should read the screen aloud so that the entire audience is familiar with the topic. Once they have read the screen aloud, ask the volunteer from Group 4 to walk us through the answers to their first two questions: ● What immediate next steps do you think Indeed took to solve this challenge? ● What do you think the outcome was for this situation?
	Ask	1 minute	Transition: *Thanks for sharing your group's insights! Let's reveal the actual Approach and Results.* Facilitator should highlight the parts of the approach and results that were not already mentioned by the spokesperson. Facilitator can reference the following for guidance on revealing the solution before moving into probing questions: ● **Approach:** *Both job seekers and employers are vital to Indeed, and our best solutions have to consider and balance the needs of both. To determine how to best move forward, Indeed chose to help both justice impacted individuals as well as help employers find ways to hire these individuals.* ● **Results:** *In 2022, Indeed introduced its 'Fair Chance' initiative along with its new educational landing page, which focuses on teaching employers the benefits of hiring justice impacted individuals, as well as focusing on helping these job seekers get work. We have also published new filters within the Resume database as of September 2022 that allow employers to search for 'Fair Chance' individuals. Job seekers can also search for jobs that are tagged as 'Fair Chance' positions, indicating they are open to considering job seekers with criminal records. There are additional resources available for job seekers to help address barriers they may have including access to a free ride to an interview, assistance clearing a record, as well as providing computers to individuals who are eligible. By educating employers about the value of the lived experience of justice impacted job seekers, we can help them understand the benefits of hiring these individuals. The program's resources for job seekers help them overcome barriers to access employment. This is a perfect example of how Indeed helps both employers and job seekers find the right match.* Before moving to the next slide, ask the spokesperson for Group 4 to share what their team came up with for connecting this decision to the business framework. Ask:

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			• What parts of the business framework do you think influenced the decisions made and why? • Which teams do you think were involved in these decisions?

		1 minute	*Say: Group 4 has shared some excellent ideas of how our business framework led us in our decision.*
			
			Facilitator should highlight the parts of the business framework that were not already mentioned in the above discussion.
			
			Facilitator can reference the following for guidance on addressing the business framework before moving into probing questions:
			• **Mission:**
			  ○ We help all people, including those with barriers get jobs. We want to provide solutions like this to help job seekers with barriers overcome them in order to connect with employment.
			• **Values:**
			  ○ Inclusion and Belonging: We want all job seekers to be able to find an employer that makes them feel like they belong. Additionally, Indeed wants to create that environment here at Indeed and looks to hire individuals impacted by the justice system.
			• **Teams Impacted:**
			  ○ ESG: keeps the organization focused on our goal of helping all job seekers get jobs, including those with barriers and guides our actions to improve here at Indeed.
			  ○ PTE Teams: a variety of PTE teams would be involved in updating our search engine and products to include the "Fair Chance" filter
			
			As time permits, ask the following:
			• Do you feel that we remained true to what is most important to us as a company? How so?
			• What are our initial reactions and feelings? (Encourage the group to add these insights to the chat box)
			• How did the solution we came up with differ from the actual solution? Pros/cons of each solution? (Instruct the group to raise their hand and come off mute to answer this portion).

	Say	7 minutes	Transition: *Thank you everyone for your insights to the case studies. As a reminder, our business framework helps guide all of us in the decisions we make every day here at Indeed.* Facilitator to chat the resource in the chat box and say the following: • *If you are curious to learn more about these case studies, our approach and business decisions, you can reference our one sheeter to uncover more.* Open the room for more questions. Ask: • *What remaining questions do we have from our activity today?* • *What additional insights would you like to share that we have not already discussed?*
Navigate to Degreed	Do	2 minutes	Take the group back to Degreed on your screen and show them the roadmap for the rest of the day. Let them know that they have 4 self-driven activities to complete today which are focused on our products and customers.

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			Ask if there are any remaining questions before telling the group their next in-person session will be tomorrow at the same time.