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Hiring Guide

Purpose

To ensure all hiring complies with IRS, labor, and Moore Impact fiscal sponsorship policies, and to uphold fair, values-aligned hiring practices across all projects.

1. Good to Know

All hiring and contracting for fiscally sponsored projects must be coordinated with the Fiscal Sponsorship Team before the process begins. Because fiscally sponsored projects operate under Moore Impact's 501(c)(3) status, all personnel hired under a project are legally employees of Moore Impact, not the project itself. Early coordination ensures compliance with labor laws, fair hiring practices, and consistent onboarding across the network.

Mission- and Values-Aligned Hiring Practices

Moore Impact's hiring processes are grounded in our values of equity, transparency, and respect. Projects are required to uphold these principles throughout their search:

- **No unpaid labor:** Do not request new or uncompensated work as part of an interview process. If needed, ask candidates to share previously completed materials that can easily be anonymized to demonstrate key skills.
- **Respect applicants' time:** Communicate clearly and often about the process, expected timelines, and next steps.
- **Role Alignment:** All roles must directly support the project's charitable purpose and avoid any form of private benefit or conflict of interest.
- **Disclose potential relationships early:** If a candidate has a personal, familial, or professional relationship with the project director or staff, please alert the Fiscal Sponsorship Team.
- **Disclosure ≠ disqualification:** These relationships do not exclude candidates from consideration. They simply ensure fair, transparent hiring decisions based on merit and alignment with the project's goals.

2. When you're thinking about hiring

- **Define the need and scope:** Identify whether the role requires a full-time employee, part-time staff, or short-term contractor. Clearly outline key tasks, responsibilities, and expected outcomes.



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- **Establish a fair pay range:** Research comparable roles to determine an equitable and competitive pay range within the salary bands provided by our team. Consider both internal consistency within your project and broader market benchmarks.
- **Confirm funding and sustainability:** Ensure your project has adequate funding including 12 months of committed support to cover the position's salary and benefits. As a planning guide, assume approximately 35% in additional costs for benefits and employer taxes on top of the base salary. For multi-year engagements, consider about 3% annually for Cost of Living Adjustments (COLA) and raises (available to employees who have worked with Moore Impact for at least one year).
- **Classification review:** Moore Impact will review the proposed role and determine whether it should be classified as an employee or independent contractor based on IRS guidelines, scope of work, and level of supervision required.

3. Preparing for Hiring

Submit a **hiring request email** to the FS Team with the following details:

- Draft job description – Include key responsibilities, required skills, and time commitment.
- Proposed rate or salary range – Reflect market benchmarks and available funding.
- Expected start date and duration – Include whether this is a short-term, part-time, or ongoing role.
- Funding source and budget – Confirm the funds allocated for this role (see above)
- Once submitted, the FS team and HR will review the materials and provide feedback or next steps. We also offer guidance and standardized tools (e.g., for the JD) to ensure an equitable and compliant hiring process.

Posting and Outreach

- Moore Impact can help promote open roles across a range of platforms, including the Moore Philanthropy website. We maintain a list of recommended job boards. Some listings are free, while others require a posting fee. We'll provide an overview and help determine the best fit for your role.
- Projects are also welcome to share postings through their own networks, as long as the Moore Impact relationship and fiscal sponsorship status are clearly referenced.

4. Interview Phase

- **Considering the Timeline:** The hiring process typically takes 6-8 weeks from initial request to final offer, depending on the structure and scope of the role. Moore Impact provides guidance and templates to support an efficient, equitable, and compliant process at every stage.



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- **Interview Process and Timeline:** We recommend structuring the process into three core interview rounds, with an optional fourth step if a work product or portfolio submission is relevant:
 1. *Initial Screening:* Brief introductory conversation to confirm alignment.
 2. *Second-Round Interview:* Deeper discussion of the candidate's skills and experience. Depending on the Project's structure, a Fiscal Sponsorship Team member might participate in this round.
 3. *Final Interview:* Focused on organizational fit, collaboration style, and alignment with Moore Impact's mission and values. A senior Moore Impact team member will always participate in this round.
 4. (Optional) *Work Product Submission:* If appropriate for the role, candidates may be asked to share a previously completed work sample or brief written reflection. Projects should not require unpaid labor or new work as part of the interview process.
- **Templates and Guidance:** Moore Impact provides Interview process templates with suggested timelines, sample questions, candidate communication emails, and evaluation tools to help projects make informed and equitable decisions.
- **How to Speak About the Fiscal Sponsorship Relationship:** When referencing the employment relationship publicly or in communications with candidates, please use: "[Project Name] is a fiscally sponsored project of Moore Impact, a 501(c)(3) public charity." This helps ensure clarity and compliance when posting job descriptions, offer letters, or partnership materials.

5. Approval & Onboarding

- Once you have made a decision on your final candidate, our Chief Operating Officer and Counsel Monica Lewis leads all relevant next steps (incl. Making an offer, hiring negotiations, etc.)
- Employees will be hired through Moore Impact's HR and payroll system, including applicable benefits, tax withholding, and onboarding requirements.
- We offer guidance and templates for each stage of hiring, incl. onboarding

7. Best Practices

- ✓ Do not make verbal or written job offers before FS and HR review and approval.
- ✓ Use Moore Impact templates for contracts, job descriptions, and offer letters.
- ✓ Confirm that compensation aligns with approved project budgets.