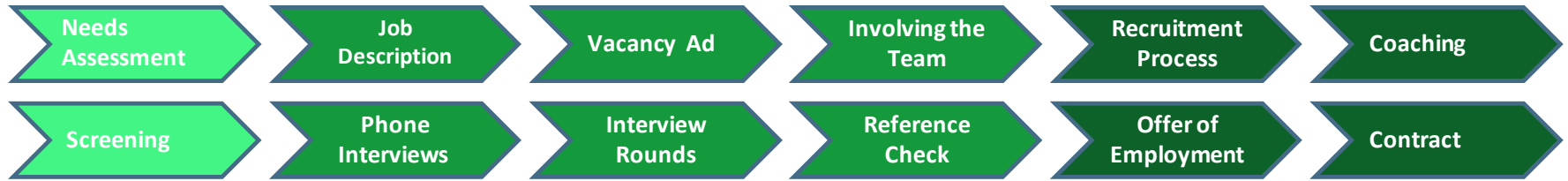


## Atma Blueprint: Recruitment



**Recruitment** is the essential process of finding and hiring the best-qualified candidate that fits into the organisation’s culture. The recruitment process includes analyzing the requirements of a position, advertise the position, screening and interviewing candidates, hiring and inducting the new employee to the organisation.

### Need

- Organisation is growing and expanding their team, but has limited experience and skills in conducting a recruitment.
- Organisation has been doing recruitment in a casual way and needs to set up a standard process and tools for recruitment.

### Challenges

- Finding talented and qualified people who are willing to work in the development sector, where they will get less salary and other benefits.
- High turnover rate in the sector.

### Objectives

- To create a recruitment process that organisation can use for future recruitments .
- To attract the people who will fit the position and the culture and who will remain with the organisation.

### Documents Created

- Job Descriptions
- Vacancy Advertisement
- Recruitment Timeline
- Recruitment Process
- Interview Guidelines and Templates
- Screening/Rating Sheets
- Offer Letter
- Appointment Letter/Contract

### Keys to Success

- Involve staff in the recruitment process and give them responsibilities.
- Set a good example on recruiting in a professional and structured way.
- Each organisation has different priorities at different times; it is important to identify if you are looking mainly for a specific skill set, for expertise in a specific area, for a cultural fit. Identify the must-haves vs. the nice-to-haves.
- Keep back-up candidates in every stage of the recruitment process; some of your shortlisted candidates may have taken on another offer in the meantime.
- Make sure the candidates have realistic expectations: be clear and open about salary and other offerings.

## Recruitment Step by Step

Needs Assessment	Identification of Job Specifications	Vacancy Advertisement
<ul style="list-style-type: none"> <li>• A need for recruitment is identified in the organisation.</li> <li>• Need for <b>specific roles</b> have been identified.</li> <li>• <b>Financial resources</b> for hiring more staff have been identified.</li> <li>• Leaders and team members recognise the importance of having a structured recruitment process.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss with leadership and relevant staff and map out the <b>details of job specification(s)</b>: This includes identifying the criteria (required qualification and competencies) that are applicable for the role.</li> <li>• It is important to differentiate between <b>key criteria</b> (must-haves) and <b>primary/secondary</b> criteria.</li> <li>• Once vacant position(s) are fully detailed, including roles and responsibilities, have them approved by the CEO/Board. See also: <b>Job Descriptions</b></li> </ul>	<ul style="list-style-type: none"> <li>• Write the criteria into a <b>formal Job Description</b>.</li> <li>• This is not only a list of <b>requirements</b> but will also include <b>basic information</b> about the organisation, educational and experiential requirements for the role(s), and application process (see <b>JD examples</b>).</li> <li>• <b>Advertise</b> vacancy through internal (organisation’s website, social media, networks) and external channels (recruitment sites or organizations).</li> <li>• Determine the <b>medium</b> in which the advertisement will be posted; application instructions may vary accordingly.</li> </ul>
Involving Team	Set-up Recruitment Process	Recruiting
<ul style="list-style-type: none"> <li>• Support Leadership in informing everyone in the organization about the new open position(s).</li> <li>• Encourage staff to share <b>feedback</b> and opinions on appropriate projects, expectations, and responsibilities for the new staff member(s).</li> <li>• It is important that each employee understands the <b>need, the role and responsibilities</b> and any possible changes in their roles.</li> <li>• This is the first step towards making the future employee feel <b>welcomed</b> in the organization and <b>managing change</b> effectively for existing staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss with leadership the different steps of the recruitment process (see next page):             <ul style="list-style-type: none"> <li>• Screening</li> <li>• Shortlisting</li> <li>• Interviews</li> <li>• Reviews of work sample (or other assessment)</li> <li>• Checking References</li> <li>• Extending Offers</li> <li>• Managing induction</li> </ul> </li> <li>• Clarify what happens in each of the steps and <b>who will be responsible</b> for it.</li> <li>• Set clear <b>timelines</b> for each step of recruitment.</li> <li>• <b>Document</b> the recruitment process for future use.</li> </ul>	<ul style="list-style-type: none"> <li>• Where there is not one designated HR person, employees can assist leaders in recruitment process with <b>screening, shortlisting and interviewing</b> applicants.</li> <li>• Consider promoting <b>internally</b> amongst volunteers &amp; staff if there are appropriate candidates on team– they already know the organisation and have a proven track record.</li> <li>• Keep a database of details on all applicants– it will help to streamline work and also provides a resource for future recruitment.</li> </ul>

# Recruitment Step by Step

## Screening

- **Screening CVs** can be done by a person in the organisation who is familiar with the role but not necessarily a final decision maker.
- Refer to the **Job Description** and specific details so that the person screening the CVs knows exactly what to look for.
- Consider those that absolutely **match the criteria**, but also keep a **backup** of candidates that are close to match the criteria.
- Create a **short list** for the phone interview.
- It helps to add some information and comments to the shortlist to remember the candidates.
- Do not forget to send **regret letters/emails** to all candidates, who are not on the shortlist.

## Phone Interview

- The next step after the screening is usually a **phone interview**.
- Set up an appropriate time for the interview with each candidate (via phone or e-mail).
- Create an interview **questionnaire** for the phone interview and a **rating sheet**.
- Be sure that you create **questions that cover your key criteria** (check willingness to travel, relocate, work on weekends etc. if required).
- Make sure that **an introduction to the organisation** and the work you do is part of the interview as the purpose is to figure out for both sides if working together would make sense.
- Based on your ratings create a **shortlist** for the next interview round.

## Interview Rounds

- After the phone interview it will be preferred to meet **in- person** for following interview rounds.
- It will depend on the organisation how many rounds will be conducted and what each will include (beside formal interviews, options are: task round, cultural fit round etc.)
- Create an interview questionnaire and a rating sheet for each round.
- Be sure that there is **more than one person present at the interview to increase objectivity**.
- **Shortlist** after each interview round.

## Reference Check

- It is advisable to do a **reference check** before any job offer is made.
- The reference check gives an opportunity to talk to someone who has worked with the person before and it helps confirm or deny some of the concerns.
- Ensure that the candidate gives his/her **agreement** to do the reference check.
- Prepare some specific questions before calling the referee to ensure that all your concerns will be clarified.

## Offer of Employment

- After the completion of the reference check a final **decision** will be taken and an **offer letter/e-mail** issued to the successful candidate.
- **Do not** reject other candidates who made it to the final recruitment stage until the candidate has formally accepted your offer of employment.

## Contract

- Once the candidate has accepted your offer you can decide the **starting date** and **draft the contract**.
- Ensure that the candidate sends a **signed copy** of the contract back to you.
- **Inform** everyone in the organisation about the new employee(s) and when they will be starting and ensure that they be welcomed.
- Set up an **induction plan** and ensure everyone in the team knows about their responsibilities in the induction process,