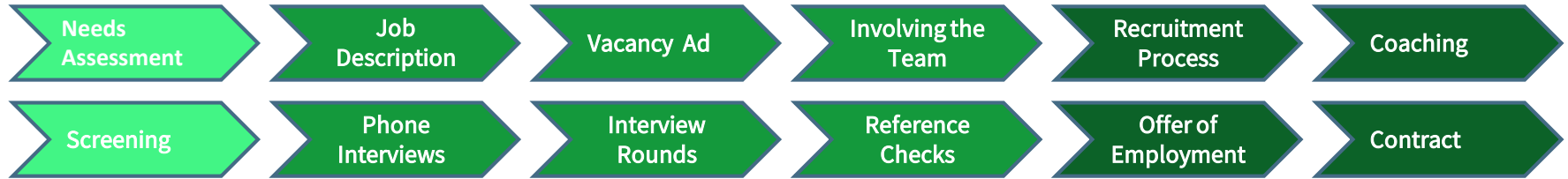


Atma Blueprint: Recruitment



Recruitment is the essential process of finding and hiring the best-qualified candidate who integrates well with your organisation's culture and displays the potential to excel in the open role. The recruitment process includes articulating the requirements in a job description, advertising the position, screening and interviewing candidates, hiring and inducting the new employee to your organisation.

Documents Created

- Job Descriptions
- Vacancy Advertisements across Mediums (job posting websites, email blasts, WhatsApp messages, social media posts, etc.)
- Recruitment Timeline/ Project Plan
- Recruitment Process
- Interview Guidelines and Templates
- Interview rubrics/Rating sheets
- Offer Letter
- Appointment Letter/Contract

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 relatively disorganised manner and needs to set up standard systems and processes 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.
- Many NGOs recruiting offers candidates looking for jobs a wide variety of choice thereby making it tough to find and attract talent from within the sector

Objectives

- To create a recruitment process that the organisation can use for future recruitments needs.
- To attract the right talent who will excel in the open role, integrate well with your organisation's culture and be able to make a lasting contribution to your organisation's development.

Keys to Success

- Involve other staff members by training them on the recruitment process and by giving them specific responsibilities.
- Maintain a professional image at all times with any interested candidates, be aware of their timelines and priorities.
- 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 skills that are must-haves vs skills that are coachable once the candidate comes on board.
- Build a pipeline of candidates throughout the multiple stages of the recruitment process since some of your shortlisted candidates may have taken on another offer in the meantime.
- Make sure all candidates understand your organization's work, have realistic expectations; be clear and open about benefits offered.
- To truly evaluate a candidate's full potential, be sure to include multiple forms of evaluating a candidate including interviews, pre-work assignments, role-plays, etc.

Recruitment: Step-by-Step

Needs Assessment	Identification of Job Specifications	Vacancy Advertisement
<ul style="list-style-type: none"> • A need for recruitment is identified in the organisation. • Need for specific roles have been identified. • Financial resources for hiring more staff have been identified. • Leaders and team members recognise the importance of having a structured recruitment process. 	<ul style="list-style-type: none"> • Discuss with leadership and relevant staff and map out the details of job specification(s): This includes the responsibilities of the roles, identifying the criteria (required qualification and competencies) that are applicable for the role. • It is important to differentiate between key criteria (must-haves) and primary/secondary criteria. • Once vacant position(s) are fully detailed, including roles and responsibilities, have them approved by the CEO/Board. See also: Job Descriptions 	<ul style="list-style-type: none"> • Write the criteria and responsibilities into a formal Job Description. • This is not only a list of requirements but will also include basic information about the organisation, educational and experiential requirements for the role(s), and application process (see JD examples). • Advertise vacancy through internal (organisation's website, social media, networks) and external channels (recruitment sites or organisations). • Spread the word on a variety of mediums including the ones listed above. Be sure to include relevant application guidelines wherever relevant.
Involving Team	Setting-up Recruitment Process	Recruiting
<ul style="list-style-type: none"> • Support Leadership by informing everyone in the organisation about the new open position(s). • Encourage staff members to share the opening in their formal and informal networks to garner more interest in the open role, make them feel like a part of the process at every step of the way • It is important that each employee understands the need, the role and responsibilities and any possible changes in their roles. • This is the first step towards making the future employee feel welcomed in the organization and managing change effectively for existing staff. 	<ul style="list-style-type: none"> • Discuss with leadership the different steps of the recruitment process (see next page): <ul style="list-style-type: none"> • Screening • Shortlisting • Interviews • Pre-work assignment review • Reviews of work sample (or other assessment) • Checking References • Extending Offers • Managing induction • Clarify what happens in each of the steps and who will be responsible for it. • Set clear timelines for each step of recruitment. • Document the recruitment process for future use. See also: SOP 	<ul style="list-style-type: none"> • Where there is not one designated HR person, employees can assist leaders in recruitment process with screening, shortlisting and interviewing applicants. • Consider promoting internally amongst volunteers & staff if there are appropriate candidates on the team- they already know the organisation and have a proven track record. • Maintain a confidential database of relevant details of all candidates applying to open roles across the organisation - it will assist in streamlining the process and will also act as a vital resource for any additional openings in the future.

Recruitment: Step-by-Step

Screening

- **Screening CVs** can be done by a person in your 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.
- Create a ranked list of candidates starting with the ones who fully match the criteria and ending with ones that don't fit them at all. This will help build a pipeline of candidates so that you aren't dependent on your first 2-3 choices for the role.
- Make sure to jot down detailed notes and possible probing questions for each candidate. This will help you in seeking the right information from the candidates during the phone interview.
- Do not forget to send **regret letters/emails** to all candidates, who are not on the shortlist.

Phone Interviews

- After the screening, set up an appropriate time for a telephonic interview with each candidate starting with the ones you ranked highest and making your way down the list. Be sure to set up as many interviews as possible with candidates that matched the criteria to maximise your chances of finding the right match.
- 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.
- The number of rounds of interview depends from organisation to organisation. The interview rounds can contain a culture fit round, a technical round complete with assignments and pre-work, a field visit, etc.
- Create an interview questionnaire and a rating sheet for each round.
- It helps to have 2 people present for any in-person interview. This will help in limiting any biases and will also ensure a diversity of opinions while discussing the candidate's performance.
- Shortlist after each interview round after thorough discussions with the team members present for the interviews and after comparing the candidate's performance to the rating sheet/rubrics created earlier.

Reference Checks

- 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 checks, a final decision about which candidate to hire (if any) must be made in consultation with your organisation's leadership, the team leader or any other relevant employees. Once that decision is made, extend an offer letter via email to the successful candidates.
- Take detailed notes of what is said by the references and file it along with the other details of the candidate, it may come in handy in the future.
- **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 your 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.