

Employing a person (in a non-profit organisation)

Part 2 – Recruitment

So you've decided its time to hire an employee for your organisation, you've got sufficient budget or funding to support them, and you've determined what sort of employee they will be (employee or independent contractor). Now it is time to start the recruitment process.

RECRUITMENT PROCESS

1. Outline job description, person specification (skills and characteristics you would like the applicant to have), and salary range.
2. Get approval from management/board/trust where appropriate.
3. Advertise.
4. Short-list applicants.
5. Interview.
6. Select preferred candidate.
7. Check references.
8. Offer employment.
9. Appoint worker (send letter of confirmation).
10. Post appointment follow up (advise unsuccessful applicants of outcome).

OUTLINING THE JOB

Outlining the job consists of two parts – a job description and a person specification.

A **job description** should include:

- title of position
- purpose of the role
- who they will report to
- key responsibilities
- working relationships (internal and external)
- lines of responsibility and delegations of authority
- decision making responsibilities
- required capabilities, experience and qualifications
- key tasks and duties

(taken from the Community Resource Kit, Family & Community Services – Ministry of Social Development – Crown Copyright 2006)

A **person specification** should be separate from the job description and should describe the knowledge, skills, & abilities of the person who would suit the position best.

For Example

CHARACTERISTIC	ESSENTIAL	PREFERRED
Experience	1 year	3 years
Qualifications	NZ Drivers License NCEA	Tertiary
Attitude	Positive On-time Organised	Proactive, has initiative

A person specification is not always necessarily disclosed to applicants – it is usually intended for those selecting the applicant. Some parts of the person specification may be essential to disclose however, such as any experience and qualifications required.

ADVERTISING

There are many different avenues for attracting applicants:

- newspapers
- community noticeboards
- word of mouth
- email to your contacts/database
- community radio
- notices in local shops
- leaflet in local letterboxes
- newsletters
- approach potential applicants directly

ADVERTISEMENT CHECKLIST

What to include in your advertisement:

- job title and job description
- brief sentence or two outlining your organisation
- major responsibilities and purpose of the role
- skills, qualifications and experience needed
- how to apply (e.g. who to, where to send the application)
- the date applications close

INTERVIEWS

Structure (suggested format, you can modify to suit your needs)

- meet and greet, introduce any other members of interview panel
- outline and give an overview of the organisation and the position they are interviewing for
- ask the candidate for a brief history of their career and experience
- ask specific interview questions (see samples below)
- ask about anything that you need more information or clarification about
- allow the candidate to ask questions
- close the interview by letting them know what the next step will be and when they can expect to hear from you

Questions

Good interview questions are ones that are open-ended (how, what, why, when, who etc) and allow the candidate to talk about actual experiences.

For example:

- Can you tell me about a time when you went “over and above” to get the job done?
- Can you tell me about a time when you assumed a leadership role?
- Can you describe a time when you have worked as part of a team to complete a project.
- Can you tell me about a work situation that required excellent communication skills?

INTERVIEW TIPS

Remember that it is natural for interviewees to be nervous – try to make them feel as comfortable as you can which will allow you to extract the best out of them.

- Demonstrate active listening – eye contact, nodding, acknowledgment of answers.
- If someone is obviously very nervous ask them a few simple questions about themselves first to set them at ease.
- Take notes.
- Keep an open mind.

Information prepared by



REFERENCE CHECKING

It is a good idea to contact at least two verbal referees before offering employment. This can also be a good way to help make a final decision if you are having difficulty choosing between two candidates. Ask about things such as how they related to customers and staff, their job performance, their motivation, and if they would re-employ them given the chance.

OFFER OF EMPLOYMENT

The selected applicant should be contacted by phone and advised that they are they preferred person for the role. If they accept you should then make a time to meet to discuss salary and sign the contract. They should then be sent a formal written offer of employment and employment contract.

See sheet 14b for a sample offer of employment letter.

EMPLOYMENT CONTRACTS

See sheet 14c for information regarding employment contracts.

POST INTERVIEW FOLLOW-UP

It is very important to tidy things up after you have appointed your new employee. As soon as you have done this you need to advise the unsuccessful applicants of the outcome. For those who applied but did not get short-listed a written letter will be sufficient. For those who you interviewed but were not successful always phone to advise, then follow up with a written letter.

See sheet 14b for a sample letters to an unsuccessful applicant.

LINKS / WHERE TO GO FOR MORE INFORMATION:

www.community.net.nz/how-toguides/crk/
www.employmentrelations.co.nz
www.keepingitlegal.govt.nz
www.dol.govt.nz/er/ (Dept of Labour)

*For more information or help you can also contact your local Community Development Planner at Venture Southland:
143 Spey Street, Invercargill
Ph: 03 211 1400
enquiry@venturesouthland.co.nz
www.southlandnz.com*