

Sample Recruitment Plan: Development Coordinator vacancy

Recruiting for vacancies, including internships, begins by setting up a detailed Recruitment Plan. This plan ensures a diligent process is conducted and highly increases your goal for a successful outcome.

Step 1 - CORE	Step 2	Step 3	Step 4
Develop Selection Profile	Write and distribute vacancy posting/ad	Screen resumes and shortlist for follow-up	Conduct phone screens
Step 5	Step 6	Step 7	Steps 8/9
In-person interviews; candidate exercise; obtain references	Conduct reference checks	Second meeting with top candidate(s)	Offer and employment contract; decline others

Recruitment Plan

The recruitment plan identifies all steps of the hiring process. You'll also want to identify the hiring

Step	Recruitment Activity	Person(s)	By When?
1	Develop a Selection Profile that identifies the key qualifications, knowledge, skills and abilities required by the role.		
2	Develop an engaging ad and post to selected sites and distribute through networking sources.		
3	Review candidates' resumes/cover letters according to required knowledge, skills and abilities, assessing as A, B or C.		
4	Telephone screen your selected candidates and assess suitability to the role. Shortlist and set-up interviews with top candidates.		
5	Conduct in-person interviews; assess candidates using the Selection Profile. Obtain references of previous direct-report managers. Have shortlisted candidates complete an exercise.		
6	Conduct reference checks and summarize all input.		
7	Coordinate a second meeting: interview with others on the team; and/or, with a senior manager.		
8	Make offer to candidate; prepare employment contract.		
9	Remember to decline unsuccessful candidates.		

manager, and others who will be involved in this hire. Identify their specific role and accountability.

Step 1: Selection Profile

1. Prepare the selection profile that describes your ideal candidate. Determine the need for **High** or **Medium** level of knowledge and skills for *coming into the role*.
2. Following each interview, assess and assign a rating for each of the job requirements using the following assessment rating scale.

Candidate Assessment Ratings				
0-1	2-3	4-6	7-8	9-10
Lacks knowledge; has not shown initiative to gain knowledge; no experience	Has completed some courses; and/or low knowledge/experience	5 is average: has required knowledge and has shown competency through accomplishments	Exceeds knowledge and experience directly related to these job duties	Highly skillful; far exceeds requirements and has achieved exceptional results

		Sample Selection Profile “Development Coordinator”	Post-interview Assessment*		
		Education, Knowledge, Experience, Skills	Name	Name	Name
1	H	Completion of a degree or diploma in a business area			
2	M	Minimum of three years’ experience as a coordinator or event planner in a fast-paced environment			
3	Asset	One year’s experience in the nonprofit sector is an asset			
4	Asset	Experience with Raiser’s Edge is an asset			
5	H	Has completed one or more fundraising courses			
6	H	Excellent customer service skills			
7	H	Proficient with databases, MW Office and spreadsheets.			
		Competencies and Abilities			
8	H	Self-motivated and energetic; displays passion for his/her work			
9	M	Professional, personable demeanor; is approachable and friendly			
10	H	Ability to work well within a collaborative team			
11	H	Ability to produce detailed, quality work, error-free			
12	H	Able to multi-task, prioritize and meet deadlines			
13	H	Able to self-manage stress and remain calm under pressure			
14	H	Alignment with all our values; will fit well within our culture			
		Totals			
		Additional Assessment Criteria			
		Results of any testing or assessment completed			
		Outcome of references			

Step 2: Develop and Distribute Ad

Develop an engaging ad and post on selected sites and distribute through networking sources. Be specific about the role and include exciting details about your organization’s profile and Mission. Include items that will engage readers to apply. Include an ‘apply by’ date.

Step 3: Reviewing Resumes

You'll want to review resumes only once, so have criteria ready so you can assign a rating to each resume as follows:

- A+: These candidates will appear to be overqualified. You may decide to call them to explore their interest in the job and other reasons for applying.
- A: These candidates are your target – they have the core qualifications, knowledge, skills and abilities required by the role. They align most closely with your Selection Profile of your ideal candidate.
- B: While these candidates do not have all your ideal skills, they have enough of a skill set that, if you are not successful with your “A” candidates, you may want to revisit them.
- C: These are candidates you will not want to revisit again – they lack the minimum qualifications required to fulfill the job.

Step 4: Telephone Screening

The objective is to source consistent information across candidates to give you a better picture of their motivation, interests, skills, and experiences, and to cover off any 'must have' criteria, including ability to work specific shifts and compensation needs.

Introduction: Hi, I'm calling in response to your application for our Development Coordinator opportunity and would like to spend about 15 minutes to find out more about your interests and skills. Is this a good time to talk? Or, can we schedule a later date/time?

Motivation

1. What was it about our posting that caught your eye and prompted you to apply?
2. How would you describe the services we provide?
3. If working, why are you considering a change at this time? **OR:** What is your interest in working in a fundraising capacity?

Skills and Abilities

4. Tell us about your most recent experiences with:
 - a. Coordinating meetings
 - b. Coordinating small or large events
 - c. Conducting tours
 - d. Providing information to customers/clients
 - e. Working with sensitive and confidential information
 - f. Raiser's Edge
 - g. MSOffice
5. Looking back over the past two years, which accomplishment are you the most proud of?
6. What is the best team you've worked on? What made it that way?

Closing

1. What is the salary you are looking for at this time?
2. Are you a Canadian citizen or landed immigrant?
3. If you are short listed for an interview, are you available <interview date(s)>? What time of the day would most convenient for you to attend an interview?

Do you have any questions for me at this time?

Is there anything I didn't ask that you would like to add?

We are speaking with other candidates and will get back to you by <date> to let you know if we'd like to setup an interview; or, to advise that you were not shortlisted. Thanks again for your interest in our organization.

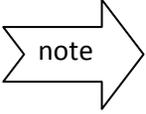
After ending the call, summarize your behavioural observations about the candidate.

Step 5: Interview Questions

The best results are gathered from interviews that are structured according to the role requirements and where questions are behavior based, not theoretical. Some people can talk the talk, but their behaviours and experiences will tell us another story. The key to selecting the best candidate is understanding that past behavior is a predictor for future behavior, so ask specific questions of their experiences. Use the S.T.A.R. format:

1. What was the situation, setting and challenge?
2. Specific actions taken by the applicant (what did you do; what was your role in that?)
3. Outcomes or results of those actions.

Many of the following questions have additional opportunities for follow-up enquiries/probing. You're wanting to get their full story, so ask the main question, and then ask probing questions one at a time.

 note

The interview questions align with the Selection Profile job requirements. You can also highlight items that are specifically related to your organization's values - these are also assessed on the Selection Profile.

A. Job Interview Questions

Consider selectively narrowing down for a 1-hour interview

Interest and Views on Role Fit

1. What prompted you to apply for this particular position?
2. What will this role provide for you that you aren't getting in your current role?
3. Since we spoke on the phone, what additional information were you able to source about our organization? What really stands out for you about our organization?
4. Why do you want to work in the nonprofit sector? What excites you?

Technical

5. What is your understanding about the responsibilities of this position?
6. When you consider fundraising approaches with donors, what is your guiding philosophy?
7. Think back to a situation that best demonstrates your standards for working with donors. Tell us about the situation and walk us through what you did. What results did you achieve?
8. When did a donor interaction not go well? What was the situation? What us through what occurred.
9. Considering the requirements of this position:
 - a. what is your strongest area of knowledge and experience?
 - b. what are the areas where you have the least amount knowledge or experience?
10. Tell us about the most challenging event or project you coordinated? What was the situation? What were the challenges? How did you overcome them? What was the learning(s) you'll apply to new situations?
11. What's a situation that really challenged your abilities to get things organized?

Self-Awareness, Work Style

12. What causes you to feel frustrated and/or stressed at work? Tell us about a situation that really challenged you in this regard? How do co-workers know when you're feeling stressed – how do your actions or behaviours change? How do you de-stress during the workday?
13. Think of your current or previous team. How would others on the team describe your day-to-day working style? What else would you add to the list?

14. Our values include integrity, excellence and respectful relationships. In what ways do your personal values align with these principles? Give us an example of a situation where you demonstrated integrity. Then, same for excellence; and respectful relationships.

Team and Work Environment

15. Tell us about a conflict (or disagreement) you had with a manager, co-worker or client. What was the situation? What happened? How was the conflict resolved? Looking back, would you do anything differently if it happened again?
16. In which position did you have your best manager? Why did you select this person? What was their style?
17. What do you need from your manager and the organization in order to be successful?

Development and Future Goals

18. What aspect of your technical or interpersonal/career skills are you currently developing?
19. How do you stay current?
20. Where is your career headed? What's on the horizon?

Closing

- What questions do you have for us?
- If they do not ask for an overview of the daily/weekly tasks, advise them about the priorities and standard requirements so they have a realistic preview of the job.
- Thank you very much for coming to meet with us today. We're currently meeting with other candidates and will follow up with you by <date>. If you are shortlisted to move to the second interview, those will be held <date>.

Step 6: References

1. Following each first interview have candidates sign a "Reference Release Form" to give you authorization to conduct their references.

At times when you call an organization to provide a reference, they may ask if you have received authorization to check their references, and they may want you to fax the authorization form to them. This is all related to PIPEDA and your Provincial lawful requirements regarding sourcing personal information and privacy.

2. Obtain reference contact information for the candidate's direct reporting manager. Ask the candidate to make every effort to connect with that manager for contact information.
3. When a direct reference cannot be located by the candidate, ask for the reference of their manager's manager.

Reference Questions

Confirm: Dates worked and position the candidate specified on the resume.

Confirm: What was the nature of your working relationship with the employee?
i. What period of time did they report directly to you?
ii. What were her responsibilities?

Before we proceed, please be advised that the information you provide will be kept in strict confidence and not relayed to him/her at any time in accordance with the Privacy Act.

1. How would you describe the quality of his/her work overall, in comparison to others with the same level of responsibility? Did he/she meet all commitments and expectations you had for them?
2. Please comment on his/her ability to organize, prioritize their work, and meet deadlines. Did they meet all their deadlines?
3. What are his/her abilities with MS Office, spreadsheets and databases? Which program do you think he/she is best at? How did they respond to learning new software programs? On a scale of 1-10, with 5 being amazing, how would you describe their overall technology skills?
4. How would you assess his/her ability to coordinate complex events (or projects)?
5. How does she work with others, eg his style; resolving conflicts, etc. and being part of a team. Did he/she have any conflicts/disagreements with others? How did he/she handle that?
6. How would you describe him/her in relation to being proactive, self-motivated and passionate about their work?
7. What are his/her areas of challenge or further development?
8. What are his/her main accomplishments during his time working with you?
9. How has he/she adapted to changes within your work environment? What is their reaction to feedback you gave him/her?
10. What did you observe as their top three strengths:
 - 1.
 - 2.
 - 3.
11. What are areas of their performance that you noted for improvement? Please also consider the areas they are further developing (not necessarily a weakness).
 - 1.
 - 2.
12. What advice can you give us about what he/she will need to be successful?
13. Based on what you know about him/her and our role, will s/he be a good fit with us?

Closing

14. Did they attend work on a regular basis? Were they punctual?

15. What was his/her reason for leaving?

16. If you had the opportunity, would you rehire him/her?

Definitely

Would consider

No

17. Is there anything we did not ask you about his/her work performance that you would like to tell us?

Step 7: Second Meeting

Once you have conducted one reference check and have finalized candidates, setup a second meeting with the candidate(s). This may involve meeting with your team so each group can answer questions; having lunch with you; or a coffee meeting where you'll explore their interest further and they'll have more questions about the role. Conduct any final reference checks.

Step 8: Offer

Offer the position to your preferred candidate, then prepare the employment contract.

Once the candidate has accepted, follow-up with other interviewed candidates to advise the position has been filled. Candidates have taken their time and energy to attend interviews, and they remember the organizations that took the time to follow up with them. They also may be good future employees.

Congratulations on conducting a thorough recruitment process
and hiring your "Ideal Candidate"

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