



# RECRUITMENT TOOLKIT

in association with



Recruitment can be hard for first time hiring managers and seasoned professionals alike, however recruiting the right people is essential for enabling your organisation to achieve success.

ACOSVO has partnered with executive search specialists, Livingston James, to bring you some top tips for managing a successful recruitment process. This toolkit is designed to support hiring managers recruit the right person for the vacant role in a timely manner and within employment legislation guidelines.

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## Stage 1: Consider your Options

When the need to recruit arises, take time to consider the best solution for both present and future requirements. Do you need a like for like replacement? Is there an opportunity for restructure or developing existing resources?

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## Stage 2: Get Planning

Once you have considered these points, you are ready to begin the recruitment process, starting with your recruitment plan. Your recruitment plan should consider the whole process:

- Establish a recruitment timetable including closing date and date for interview
- Consider where and when you will advertise (this could include the ACOSVO Job Board, Goodmoves, or S1 Jobs etc)
- Confirm the salary range for the role, considering both internal and external factors
- Identify who needs to be involved in the interview panel
- Identify and agree essential and desirable criteria for the role

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## Stage 3: Defining the Role

Preparing an accurate job description that reflects current requirements is imperative.

### It should:

- Provide an overview / background to the organisation
- Detail what the role will involve including what success looks like
- Describe the personality profile
- Allow candidates to decide if they are interested in the role
- Be as user-friendly as possible – i.e. use bullet points for easier reading and avoid acronyms that people may misunderstand
- Comply with the Equality Act 2010 ensuring no individual is discriminated because of the nine protected characteristics

### Remember to consider the following:

- This is an opportunity to promote your organisation and its impact on society
- What the job description says about the values and ethos of your organisation

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## Stage 4: Advertising the Role

Advertising widely, in a way which avoids the risks of excluding qualified people, is the best way of maximising the number of high-quality applicants. Ensuring a transparent and inclusive approach with an external advertisement also provides access for all to apply.

Creating the perfect job advertisement highlights the value and relevance of a job vacancy to potential candidates. Recruiters need to reach their target audience, address them in the language they understand and offer them what they want.

A well-written job advert lessens the possibility of not receiving any responses at all, or being flooded with applications from people who are completely unsuitable for the role

There are a number of essential points that should be considered when preparing an advertisement:

- **Job Title** - The job title should be very clear and should in no way deceive or mislead the reader

- **'Must-Haves' vs. 'Nice-to-Haves'** – The advert should indicate clearly the required skills for the position, and what are the desirable skills the candidate can offer. This allows candidates to compare what is required with their own skills and experience and discourage those not qualified from applying
- **Location** – The location is an important factor whether candidates choose to apply for the role or not. It is also important to manage expectations immediately. If flexible working is available, you should indicate this also
- **Employment Type** - Identify how the person will be hired – is it full-time, part-time, or fixed term?
- **Details on How to Apply** – Inform how candidates should send their application, including whether they should include a cover letter or response to the selection criteria to support their CV or application form. Don't forget to include the deadline of submission and where they should send their application
- **Include Rewards** - Include a section where you describe the salary range and benefits the successful candidate will receive
- **Contact Person for Enquiries** - Provide a contact person and email address for enquiries in case a candidate wants to clarify some details of the job, prior to applying. If preferred, you can also add a phone number they can call, but you may be inundated with calls from candidates not really relevant for the role
- **Description of Your Organisation** - It is beneficial to provide the reader a brief background about your organisation so they can have an idea about the organisation they would be applying to
- **Social Media Profiles (as appropriate)** – Including links to your social media profiles allows potential candidates see how you engage with your online community. It can give them a feel of your 'voice' as an organisation

NB When preparing an advertisement, employers should ensure the advert doesn't discriminate against anyone based on the following nine protected characteristics:

- Gender
- Race
- Religion or belief
- Disability
- Age
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Gender reassignment

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## Stage 5: Assessing Applications

Ask candidates to provide a covering letter to support their application as this can give valuable insight into each candidate's motivations for applying.

It is important that all candidate applications are consistently measured against the requirements detailed in the person specification, focusing on the skills and abilities of each candidate.

### **To avoid unconscious bias you should:**

- Ensure there is more than one person involved in the shortlisting process
- Ensure each member of the selection panel independently assesses all candidates against the essential and desirable criteria prior to the final discussion to determine which candidates are progressed to interview
- Don't let other aspects of the application influence your decision (for example making assumptions based on factors such as gaps in employment)
- Try not to rush decisions, thus allowing sufficient time to consider all candidate applications properly
- Record reasons for your decisions so that you can justify decisions using evidence

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## Stage 6: Interview and Assessment

Any interview is a two-way process that allows the organisation to gather evidence on each candidate's job-related knowledge, skills and experience in order to decide which candidate is most suitable. It also enables the candidate to gather enough information in order to decide if the role and organisation are the right fit for them.

### **Points to consider:**

- Interview questions should be structured to enable the candidate to share and evidence their experience

- A core set of questions should be presented to all candidates to ensure consistency and fairness
- Questions should be competency or behavioural focused, providing candidates the opportunity to give example-based responses in order to evidence how they meet the person specification
- The interview process should not be restricted to the above-mentioned core questions. At times there will be a need to ask candidates to expand on their answers and clarify points, for example where a candidate has provided a vague response, or you need them to explain a gap in their employment history
- Interviewers should be mindful not to make decisions based on assumptions
- It is imperative all candidates are treated fairly and equally
- Second interviews, which are often more informal, are helpful from both the perspective of the hiring manager and potential candidates. While first interviews allow the assessment of technical competency, a second interview allows both parties to further explore and assess how well they might work with others in the team, a 'good fit' for the organisation etc.

## Stage 7: Making an Appointment

Having identified the successful candidate, it is important to acknowledge that the formal offer process is the start of the on-boarding experience with the organisation. The benefit of ensuring the candidate joins the organisation in a highly positive manner should not be underestimated. Thus, you should ensure that, following appropriate employment checks and satisfactory referencing, the offer that is made is within the appropriate salary band and in line with the candidate's expectations. Following acceptance of the offer, it is important that the hiring manager maintains contact during the candidate's notice period.

Feedback, preferably verbal, should be provided to all unsuccessful candidates to ensure a positive candidate experience.

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This recruitment toolkit was produced by ACOSVO Strategic Partner, Livingston James executive search.

[www.livingstonjames.com](http://www.livingstonjames.com)