



# HIRING TALENT FOR PURPOSE

How to find, attract and hire the best high performance employees in the Non Profit Sector

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High Performance People

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# Introduction

Firstly, let's understand what we mean by "High Performer" and "Purpose Oriented" and discover why they are so important.

Let's kick off with **"Purpose Oriented"**

A purpose oriented person is someone who sees [personal fulfilment](#) and [helping others](#) as a priority - over income and status. The definition is based on research done in the USA and in conjunction with NYU.

The [2015 Purpose Workforce Index](#) uncovered the following for 28% of the US workforce (and there's no reason to suggest the Australian workforce would be radically different):

"Surprisingly, these purpose-oriented workers aren't just teachers, non-profit or social workers. They span across many fields from accountants to bankers to farmers. They also span across demographics, income, job levels and titles. In fact, [two people in the same role in the same organisation can have distinctly different work orientations](#). One could care solely about income or status, thus treating work as just work — while purpose-driven workers focus on the overall wellbeing of the project, people or product.

It's a mindset that transcends a specific job and stays with employees throughout their entire careers. Researchers call it a **"trait, not a state"** and at its core, these purpose-driven workers see work as a source of meaning and fulfillment throughout their entire working lives. As a result, purpose-oriented employees outperform the rest of the workforce as follows:

- ✓ 50% more likely to be in top leadership positions
- ✓ 20% longer tenure
- ✓ 47% more likely to be promoters of their employers
- ✓ **64% higher levels of fulfillment in their work"**

The key take away from this is

**"Purpose-oriented employees outperform the rest of the workforce"**

Furthermore, if you are going to hire purpose oriented people you want the best, not just the average performers but the “High Performers”. Let's explore what that means.

A high performer is someone whose skills and behaviours in the work environment assists to improve the organisation's performance, and sets an example for others in the team or organisation to emulate.



These are the traits of a High Performance person:

- ✓ **Achievement Drive:** Striving to improve or meet a standard of excellence
- ✓ **Commitment:** Embracing the organisation's or group's vision and goals
- ✓ **Resilience, initiative and optimism:** These competencies mobilise people to seize opportunities and allow them to take setbacks and obstacles in their stride
- ✓ **Influencing and Relationship building:** Able to win others over using verbal and/or written communication
- ✓ **Learning agility:** Willingness and capability to continually improve their skills and behaviour

Therefore, to get the best employees you must find and attract people with Purpose Oriented Values (POV) and High Performance Behaviour (HPB). The two important factors in that sentence are “find and attract”. Such people aren't necessarily hanging around waiting to find your job advert on Seek.com.au (or a similar job board). They are often already successfully employed elsewhere and don't have any compelling reason to move.

# Purpose-oriented high performance

## What does purpose oriented high performance mean for you?

If you hire people in the Non Profit Sector, or are charged with growing your Non Profit organisation to better achieve its goals then one of the most important considerations must be the quality of the people that you employ and retain. You may require those in Management and Administration, or Event Managers or Fundraisers, and you can look for experience in these areas - but where does the real talent lie? The two key factors to consider are: Are they “*High Performers*”? And are they “*Purpose Oriented*”?



This eBook will share with you why these two factors are important and how you can find and attract high-performing, purpose-oriented people to your organisation.

# The Australian Non Profit Sector today

The Australian Non Profit sector has changed significantly over the last 20 years. The following (taken from the comprehensive [2016 JB Were "Cause Report"](#)) is useful information if you run a Non Profit organisation, or are currently hiring in this sector. It is important for you to know the lead up to the current state of play of Non Profits in Australia to help you formulate the future of your organisation.



Collating data from several credible national and international sources the Cause Report identifies that:

- 8.5% of the paid workforce in Australia work in the Non Profit sector (this includes education and health);
- The sector is growing faster than the Australian economy as a whole (11% vs. 7.5%);
- The workforce is split almost equally between full time, part time, casual and volunteers;
- The number of charities has grown exponentially in recent years giving rise to a dramatic increase in the ratio of charities per head of population and, if you want to work full/part time, casual or just volunteer there are openings for you in more or less equal part.

This means that if you hire people in this sector, at this rate of growth, good people with Non Profit experience are going to become increasingly difficult to find. You may have to consider “purpose oriented” candidates from outside the sector, who possess great transferable skills, in order to help you and your organisation achieve its goals.

There is no denying that you are competing against all Non Profit and many commercial organisations for the best people.

We hope that this eBook is able to help you understand ways to find purpose oriented, high-performers and then attract them to your organisation.

## Before you start and where to look

**Don't be on the back foot when it** comes to identifying and managing purpose-oriented, high-performing talent!



With the right plan you can avoid comments like these when hiring new people

“Oh no here we go again, let's hope that we will be successful this time.”

“This is going to cost us a fortune.”

“Let's keep our fingers crossed and hope that the right person is looking this time”.

After a number of years recruiting across a broad range of industry sectors, we have learnt that there is both a right and a wrong way to go about attracting and recruiting the best people. The few that succeed in getting it right can afford to be smug because they know where their next hire is coming from. Most organisations however prefer to cross the bridge only when they come to it. This approach places you and your organisation in a position of having to select from the limited pool of candidates that are available to you only at that moment in time.

What you need to do is adopt the approach that puts you in a position where you know where to get the right people for your organisation at a time when you need them. The solution is simple – but requires a little planning and investment in time.



## Get your house in order

First, you need to get your house in order, and here are some [ground rules](#) to cover off:

Be [honest](#) with who you are as an organisation, and know what is your brand in the marketplace

1. Know who your [competition](#) is
2. Be [honest](#) with who you are as an organisation, and know what is your brand in the marketplace
3. Know [where you want to go](#) as an organisation
4. Know [what you have to offer](#) future employees
5. Be clear on your [organisation's values](#) and understand your [culture](#)
6. Understand and profile what makes a high performing purpose-oriented staff member and [use that formula](#)
7. Have a clear idea of where [future needs](#) will be and when you will need those resources.

## Your organisation's website

Take a look at your "join us" section. If you don't have one, it is advisable that you create one. Does it just list open positions with a quick paragraph on the history of your organisation or does it tell a compelling story of your organisation's culture, your value proposition and what others who've joined your organisation have accomplished? Whilst listing vacant positions seems logical, consider the opportunity of talking less about what you need in a new hire and more of what you offer to someone in their career.

- Consider sharing [testimonials](#) from recent hires who can attest to the significant differences now that they are with your organisation.
- Share [newsletters](#) or quarterly updates with photos from events and cultural initiatives.
- Take [photos](#) of the [interactive events](#) you host in your organisation. Things such as bring your kids to work day or group volunteer efforts or sports teams.
- Consider creating a [video](#) with clips from the [office community](#) and a spotlight on superstars as well as, if you are a Christy, videos of the great work that you do.

These can be an effective way to share your organisation with any prospective candidate considering applying to your organisation (don't forget LinkedIn, and Facebook – both have Non Profit groups you can join and post to as well, You can also have a Career page on both of these - just remember to keep posts up to date!)



## Job boards

Evaluate any posting you have on any job boards or online. Is the posting just a regurgitated job description that includes specific requirements for the position, like the number of years of experience, or the type of degree someone needs? And, does it list the soft skills that are desired? Does it sell the whole story and include information that highlights the challenges or responsibilities and authority to be experienced by the individual who fulfils this role?

Successful postings sell first and screen second. If someone is currently employed in this role with your competitor, what can you say to differentiate your opportunity from the role they are currently in? Even if a candidate is unqualified, you as the Hiring Manager, should ideally be in a position to turn that candidate away instead of missing the opportunity to evaluate the individual in the first place.



Review how much ad space is currently being used to explain the fundamental duties and responsibilities of the position and how much of it was used to attract and sell passive candidates to the organisation. Another small tip in this area is to apply for one of your postings either through your own website or through an external site, to see how smooth the process is. Be on the lookout for which information fields are cumbersome, which drop-down selections are limited, or what kind of email or communication is received after you push submit. You want to be the one that experiences and fixes those frustrations first, before any candidate experiences the same and is put off completely.

Always look for new and interesting ways to advertise your job ad.

**You'll see here that at Rusher Rogers we have started using video to**  
help us do exactly that: [Fundraising Manager Example](#)

## Social media and talent management



You may already be using social media to promote your organisation for new members or donations, so you may already have the right building blocks in place, which is a great start. Now you should use this to plan and build your future talent pool, thankfully the information you need to do so has never been more accessible. With professional online networking tools like [LinkedIn](#), you do not even need to leave your desk.

It does require an investment in time to build your talent communities for the future if you are going to make this work.

As well-known recruitment commentator Greg Savage, of the **Savage Report**, reminds us **“everyone is a candidate” not just** those who are currently looking to move or whom are currently available.

Building a pool of likely contacts and building relationships of understanding will allow you to identify if there is any synergy or alignment, and therefore any possible future together. The quantum shift for an organisation is to move from a reactive/transactional strategy, to a pro-active/strategic approach to talent attraction.

Networking is key and should be an ongoing function of any forward thinking organisation so that if you have the right offering in place and you have put in the time to develop a relationship with your future talent then everything should fall into place.

This can be done in-house or by partnering with a supplier who can manage that for you. However you decide is the best way to tackle it, it will take some time to identify, nurture and build rapport with your future employees. This is why the above seven points need to be settled and agreed upon with a caste-iron commitment, in order to uphold those standards with the intention to be best placed to attract and keep the future talent you need for your organisation.

Ted Elliot, CEO of recruitment ATS system, Jobscience has some wise words worth sharing about recruitment and building talent communities in the future:

“Firstly all recruiters, veterans or newbies, must change their mindset around digital. If you are not a digital native, you must become a [digital convert](#) and a digital advocate, because smart use of technology will be a given for great recruiters. You need to become a **skilled ‘e-sourcer’** able to find talent electronically. Sure, LinkedIn, but much more than that. Winners in recruitment will take the [long-term view](#) on social media. They will invest time and energy in building their personal brand via Twitter and LinkedIn and blogging. Tomorrow’s recruiter will be part of **‘Generation C’**. That will have nothing to do with when you were born. Rather, it will mean you are a [natural connector](#), a [networker](#), a [relationship builder](#), [online and offline](#). In an era of massive talent shortages, which I guarantee you are on their way, every recruiter will need to be a ‘Talent Magnet’. And the best way to achieve that is both old school and unfashionable. Consistent, sincere, and ongoing candidate service. That is the real differentiator.”



## Internal referral

Take a look at your internal referral program. With most internal programs, success does not rely on the prize associated with the referral, but rather the consistent reminder that the program exists. How frequently are awards distributed and how public is the announcement that hires were made due to a referral?

Employees do not refer friends and colleagues because of a cash reward, but due to a deeply rooted belief of the opportunity that exists for those friends and colleagues once they've joined the organisation.

## Track success

Track the effectiveness of hiring methods and sources. Of the hires made in the past two years, what was the originating source of each of those hires? Include hires no longer with the organisation if possible.



Once that data has been compiled, do not make a ruling based on number of hires alone. Just because more hires were made by recruiters, doesn't mean that the internal referral program should be abandoned. With each hiring method, take a look at what is working and what can be improved.

Create a process to keep in touch with exceptional alumni from your organisation, individuals who have left the organisation who you would rather have stayed. This increases the chances of you working together again when circumstances change or align.

## What's your story?

Not only is it important to control the message that is being delivered, it's important not to miss out on the chance to just generate some tremendous buzz as a result of canvassing the passive market.

Make sure you know how your brand and story are being shared with passive potential individuals in the industry. Unless the search is for a confidential replacement it can result in hundreds of individuals within your competition learning about your successes, your innovation and advancements. Making sure the stories are being shared throughout your industry helps you maintain a proactive pipeline to prospective hires and puts you in the position to land the best hires on an on-going basis.



## Keep a pipeline

Remember to keep a strong pipeline of viable prospects for your toughest positions or areas. So if the need does arise, you have an immediate candidate pool proactively identified.

## You can use experts

Contact a reputable Staffing/Recruiting Organisation. There are several types of recruiters, but the mechanics and psychology of recruiting are all the same.

- **Corporate Recruiters** or internal recruiters are individuals employed within an organisation for the purpose of finding and qualifying new employees for the organization.
- **Agency Recruiters** are subcontracted by an organisation for the same purpose. Several different types of Agency Recruiters exist, but the main difference between them lies in how they are compensated.
- **Search** (sometimes called Head Hunting) or **Retained Recruiters** are paid by the hiring organisation and typically have an "exclusive" arrangement with the organisation. They are paid a portion of their fee upfront, on submission of resumes and with the balance paid when the search is complete. Retained Recruiters are often used for, and are particularly effective, with executive level positions.
- **Contingency Recruiters** can work exclusively or in competition with other agencies or internal recruiters (even if that is you). They are paid a fee (usually an agreed percentage of the first year's salary) only if the organisation hires a candidate discovered through their efforts.

### Staffing/Recruitment Agency's offer the following services:

- **Search candidates** in their database and network
- **Post ads** through suitable recruitment channels
- **Interview** and **test** candidates
- **Propose** the best candidates for the available position(s)
- Provide a **replacement guarantee** within a certain time limit (3-6 months, sometimes more, depending on position)



Note: High performing agencies use skilled, professional recruiters and manage the entire recruitment process on your behalf. They provide advice on salaries, job descriptions, screening and interviewing. They manage candidate (and your) expectations and also take care of the final negotiations to give you the best chance of avoiding the many things that can go wrong.

## What to look for on a resume



### **You've found the Candidates now**

How do you identify the right one?

To find Purpose-Oriented, High-Performers you must look past their resume

Here are just some of the clues to look out for when identifying the right people for your organisation:

- **Look for transferable skills:** How critical is it that the candidate has worked in the same role, in the same sector or team?
- **Look for patterns:** Stability is one. While there could be some perfectly plausible reasons for short-term tenure of employment, the obvious being contract work as the only option available to the candidate at the time OR a pattern of not making it through the probationary period on the other hand.
- **Watch for unexplained gaps in work history:** There could be a myriad of reasons, all perfectly acceptable OR is it inability, desire or commitment to securing employment.
- **Look for logical patterns in their work choices:** Does their resume demonstrate a logical progression in the employment choices that they have made or is it all over the place. Alternatively have they plateaued and stayed in the same holding pattern for a while, moving from one employer to the next but in the same role. Are they running towards something or are they running away from something?
- **Speak to people:** It's amazing how much you can pick up by just talking to people. You will get a sense of their attitude, their enthusiasm for the role, their personality and whether they are worthwhile meeting face-to-face.



All these elements will start to give you clues about what a candidate is all about but their resume is just the very first step in assessing whether a candidate is right for a position or not. A resume will provide a list of experience and qualifications, the 'facts' to date. It's the other stuff that you need to know that a resume will not tell you. So spend the time and talk to candidates to make a full assessment rather than purely dismissing people on the strength or weakness of a piece of paper.

[How reading beyond the resume can unearth the  
very talent that you thought you couldn't secure](#)

Finding good people remains one of the key challenges for most employers including the growing Non Profit sector. Add to that the sector's sometimes limited ability to offer a market competitive salary can mean that Non Profit's miss out on the very talent that it needs to attract. In spite of salary packaging benefits and tapping into all the motivations associated with seeking out a 'for purpose' organisation, roles can not only be underpaid but also under-resourced. Any switched-on and sought after prospective employee will quickly identify where two roles have been merged into one.

So what can you do? The salary on offer may never be as competitive whether within or outside of the sector but does that mean that you have to miss out on all the talent?

The answer is a resounding NO! If you learn how to read a resume by looking beyond what is written, then you may well discover the talent that you need has been there all along.

We often see organisations miss out on ideal candidates because they place too much emphasis on the experience that is listed on a resume, without digging a little deeper to explore attitude, motivation, aptitude, drive, enthusiasm and aspiration.

## Attitude vs the 'right' experience

You must have heard all the objections when decisions to meet a candidate are based on only reading a resume....' but they don't have the 'right' level of experience', or 'they haven't worked in our sector before'. And this always comes up "At least X years' experience is mandatory"

Who would you rather have working for you? Someone with seven years as a proven high performer or a team member with ten solid average years?

You may have potentially missed out on securing the better candidate just because you are focused on X years of experience. Take those blinkers off, a great attitude will make a better hire every time. And evidence of the right attitude comes from the candidate's past behaviours.

Identifying the behaviours that drive a candidate's motivation, discovering their values and whether those same values match those of your organisation are critical factors for team and organisation fit. You won't find this on a resume and it is one of, if not, the most important factors in selecting the right people for your organisation.

It's the **Iceberg Theory**. You need to know what lies beneath the waterline. Reading a resume alone will not reveal this information. So making a decision on a candidate's suitability on their resume alone may mean that you miss out on the candidate with the right attitude, values, and motivation.



A skilled and critical eye will look for transferable skills on a resume. During the interview you should use behavioural questioning to uncover evidence of high performance behaviours (HPD) with Purpose Oriented Values (POV).

## The interview



The interview is a critical element of the recruitment process.

A bad interviewer can drive away a great candidate, or worse, not even discover that the person sitting in front of them is indeed the ideal person for the role.

Interviewing skills probably don't take up much of your normal day to day job so, when you've short listed and are ready to interview 3 candidates for a role with the obvious intention of finding that one great candidate, before you start *please* consider this and get it right:

### ARE YOU PREPARED?

- Have you **co-organised who will be attending** the interview and ensured that regardless of whether it's via an agency, an in-house recruitment team, HR or direct, that the candidates know the details of the interviewers in advance? So they too can be prepared and research those they will be meeting with.
- Have you organised an **appropriate sized room** to conduct the interview? You don't want to be wedged in like sardines, making candidates even more anxious and nervous!
- Do you have a structure and standard **set of behavioral-based questions** to ask the short listed candidates? Or are you just going to wing it?
- Have you allowed yourself enough time to prepare for the interview and have you **allotted enough time** to conduct the interview in your schedule and allowed extra time in case you take longer than expected? It can be incredibly awkward when you escort a candidate out through reception and the next candidate is waiting!

If you have answered 'no' or 'kind of' to any of the above, you should be aware of the damage you are doing to your brand and we haven't even touched on how you deal with the unsuccessful candidates and provide feedback!

The reality is no matter how great you think your organisation is, lack of preparation and attention to detail throughout the recruitment process can leave interview attendees feeling your organization lacks structure, is disorganised, doesn't care about its current or future employees, or worse your number one candidate may withdraw their application and you'll never know why! Not to mention for years to come those interview attendees may choose not to buy your branded product, give money to your charitable organisation or they simply might remember you for all the wrong things. No marketing budget or flashy advertising campaign will negate an individual feeling they were mistreated by your organisation! And treating people with respect costs nothing.

Make sure you are well prepared for your interviews and remember you are **representing the organisation's brand regardless of your department.**

### During the Interview

Stay away from the traditional, unstructured interview which is easily recognised by such questions as; 'tell me about yourself'; 'what are your strengths?'; 'how would you deal with a difficult person at work?'; 'what would your referees say about you?'

Questions such as these are requesting theoretical or opinion-based answers and as such are useless in assessing actual competencies at work.

A behavioural event interview is based on the premise that a candidate's past performance is the best indicator of their future success in a particular role. As can be easily seen, none of the four questions above are asking specifically about evidence of past performance.

Always ask about how a person behaved when addressing a particular situation for example, if looking for evidence of Purpose-oriented Values "Tell me what it was about a role that you really enjoyed and what you regularly did that kept you there for that long"? And for High Performance Behaviour (depending on the trait you are looking for) something like "Tell me about an objective you have set for yourself and what you did to achieve it?"

# Key behavioural interview questions

Here are 5 more examples of key behavioural interview questions

## **“Tell me about a time when, as part of a team, a good outcome was achieved and how you contributed”**

Most areas of work, at some point, will involve working as part of a team. These situations require the candidate to be a team player and have the capability to handle the various personalities of the group, and deal with any concerns which may arise.



## **“Have you had to complete a task or project on your own? What did you do to make it a success and how did you feel about working on your own?”**

Depending on the work environment of the job, candidates may be required to complete work independently or encouraged to participate and function as a team. Asking this question allows employers to grasp as to whether the candidate will fit in with the organisational culture.

## **“Tell me about a time you had a conflict with someone within the organisation, and how you tried to resolve this”**

Conflict is bound to occur, whether it is due to a difference of opinion or because of a clash in personalities. This question allows employers to see how a candidate can recognise and respond to dispute resolution.

## **“What’s the most difficult problem you had to solve?”**

Problem solving is present in all jobs. An important aspect of this question is how the candidate approaches problem solving. Are they the type to go running to their manager, or do they attempt to find the solution themselves?

## **“Tell me about a time you took a leadership role”**

Simply by asking, you can measure if the candidate has leadership potential. Being a team player is important, but they also need to be able to step up and take charge when the situation arises. Especially when the team needs to be brought back together and on track, or when there is discord among the group.

Don't base your decision on whether or not you really like the person. While it is important that they get on with you and the team they don't have to be your best mate. The important thing is "Can they do the job really well?"

And remember: Always look for evidence not opinion.

## Interviewing – Don'ts.

Avoid stupid questions like "If you were a biscuit what type would you be?" (Yes, that has been a real question) or "Where do you see yourself in ten years? They don't give you any insight into the candidate and will only set them ill at ease.

Never ask questions related to age, sex, disability, children race or religion even in passing conversation. They are illegal and can leave you open to litigation.

An example: We know of one case where, just to make polite conversation after the formal interview, the interviewer innocently asked a female candidate "Do you have any children? She replied that she did. The candidate did not get the job, because better candidates were shortlisted and feedback was provided. Sometime later the employer was sued by the candidate because she felt that she was discriminated against over other candidates who might not have children.

## Reference checks

There seems to be a general lack of knowledge in this area and we felt it might be worthwhile sharing information about the do's and don'ts of reference checking.

When conducting reference checks to finalise a role within an organisation, it is important that organisations understand what their legal obligations are, as failure to do so can be very expensive.

Interviewing and spending time with a candidate is vitally important, But conducting a thorough reference-checking process is the best predictor of success/failure when looking at a candidate. When a candidate provides referee details to you as part of their application process, they have given you permission to contact that referee for a reference.

However, sourcing your own independent references from people in your network, who may know the candidate, is dangerous. You should always gain permission from the candidate, preferably in writing, before you speak to anyone regarding their application for your role. Even if you don't keep a record of the conversation, the referee may be subpoenaed in the event of litigation. Background profiling can also be helpful so you can conduct social media research which is in the public domain.

Because reference checking often takes place near the end of what can be a lengthy interview process for a much-needed hire, organisations often do cursory checks – hoping that “good enough” will suffice. In fact, a thorough reference check can be the difference between a successful hire, a failure or even a missed opportunity.

When speaking to the referee, before you start, you should inform them that the candidate has the right to view a record, taken by you, of anything that they say. That record, along with all other documents, must be kept in the candidate/employee file for at least seven years. While there are many nuances to doing a thorough reference check, there are a number that stand out as the most underused – and which we would argue are the most essential:



- First, you should should [have a game plan](#) going into the reference discussion. What are the [areas](#) you want to focus on? What are the [specific questions](#) you want to ask? You are looking for areas for improvement as well as positives so make sure you have a plan to find them! Questions should focus on the most important areas of concern: [relevant knowledge needed](#) to do the job, their [management, leadership and interpersonal skills](#) and their overall [personality and behaviour](#)
- [Ask Open ended questions](#) about the candidates' behaviours and get [specific examples](#) (e.g., "can you describe how the person exhibited leadership skills?"), not yes or no questions. Most importantly, don't settle for vague answers such as "He/She is an experienced leader." If you get an answer like that, ask the reference for an example of the candidate's leadership
- [Tampering your reaction](#) to the information you receive so you [avoid jumping to conclusions](#) based on any one person's comments. Not everybody likes everybody, so consider that if the reference is particularly bad let the candidate know and ask for another connection. Remember you are dealing with peoples' lives here, so [tread carefully](#)
- [As much as possible](#), always [seek specific information](#) about the candidate's work and behaviour's, rather than generalities.

This only touches on reference checks, but the whole area of privacy for the candidate is a potential minefield for the unsuspecting employer. It can leave you open to litigation if a candidate feels that they have been discriminated against or have not been fairly considered. Some legislation is also different depending on the State you are in.

## A few words on managing the recruitment process

When it comes to recruitment, there is clearly a right and a wrong way to make a placement. Success comes down to control of the process, together with open, honest communication and understanding. It needs a relationship of trust and commitment between all parties: you, hiring manager/HR, candidate and/or recruiter. This sounds really straight forward, so why do so many recruitment exercises fail?

The following are a few key tips for Non Profits on how to keep a recruitment exercise on track:

### Point 1: Understanding and agreeing upon the right job brief

It's all about getting to the very essence of what is really required to get the job done well and committing to that. Having a clear position description is a start but it's a little more than that. Being clear and agreeing which skills and behaviors are essential to the role is critically important. You also need to consider the soft skill requirements and understand the culture of the organisation in order to get the right person fit.

Understanding and agreeing upon which high-performance behaviors are required for the role is essential. Effectively eliminating any of the generalisations that have been assumed regarding what an ideal candidate looks like, as a part of that process. For example, assuming that a candidate with greater years of experience will be a better choice than a candidate with a better attitude and transferable skills. This will avoid missing out on an ideal candidate just because they don't have the arbitrary number of years of experience that is deemed to be ideal, right down to agreeing the proposed salary range, ironing out any problems if the salary on offer does not match the expectation of the candidate's experience.

If all the above is clear and agreed upon, it will make for a solid foundation to build upon.

*Key Tip: Don't walk away with mission impossible because you haven't challenged the views of what makes an ideal candidate. You need to make sure you have agreed upon a realistic brief and a salary that matches*

## Point 2: Agreeing a time frame & commitment to specific milestones.

Agreeing a time frame and locking in interview times is key. This will focus everyone's attention and secure a time frame with a commitment to some key milestones i.e. first and second interview times. This will ensure that all parties commit to a time schedule and will therefore reduce the risk of losing good candidates unnecessarily because somebody's diary is full.

*Key Tip: It is important to have a minimal amount of time between first and second interview to minimise the risk of losing your candidate of choice. Remember if you have identified them as a high performance candidate, then so have others. Keep everyone, including your candidate, informed, focused and stick to the schedule.*

## Point 3: Communicate, Communicate, Communicate

Keep all stakeholders informed, every step of the way, even if you do not have much new information to share, it not only keeps all parties focused on the role but it will also be the opportunity for any party to give you an update on any of their other activity outside of your recruitment exercise. This information, however insignificant, may give you some useful insights into the candidate's job preference, enthusiasm for your job, or if a better opportunity has become available to them, and if you are at risk of losing them to it. If you are aware of a potential issue before it happens then you have a chance to do something about it.

*Key Tip: People appreciate being kept up to date, even if you do not have much new information to share. This communication allows you to develop a better relationship and build trust. This is invaluable and will keep your candidates focused.*

Point 4: **Don't leave things to chance.**

If there is a stone to turn over, do it. Make sure that you investigate everything. Ask all the questions, including the difficult ones. Be thorough, because if you avoid asking that difficult to ask question, it will come back to haunt you. Remember any loose ends have the potential to trip you up before you reach the finish line.

*Key Tip: If you are not getting the definitive answer that you need, ask the same question in another way until you receive a clear response. You can never afford to assume anything.*

Point 5: Tie up all your loose ends.

Remember the devil can be in the detail and something overlooked can trip you up. This goes for everything right down to managing the job offer, which includes the candidate's salary expectation and your organisation's offer. You will play a critical role between the two in order to negotiate a successful outcome. If not managed well it can be misleading and fall apart very quickly.

*Key Tip: The conversation around salary needs to be clear and agreed between all parties. There cannot be any grey areas. In my experience being crystal clear about how salary packaging works for example, can be a real issue. For those who have never been exposed to salary packaging before it can be really confusing so make sure from the get-go that your candidates fully understand what salary packaging means for them, as it is a critical success or failure factor.*

These are just a few successful strategies to find the best purpose-oriented **high performance people for the Non Profit sector people.** And we've hardly even touched on Job Offers, Finalising the Deal and Induction.

## Summary

The following summary can be used as a useful checklist for you to make sure you are covering all of your key recruiting milestones and pitfalls.

### Before you start:

- Do you and any other stakeholders understand the importance of Purpose-Oriented High Performing individuals and the contribution that they can make?
- In a tightening candidate market are you and other stakeholders prepared, if necessary, to look for candidates with transferable skills from other sectors?
- Do you have the time and resources to engage with passive candidates and make them view you as the employer they want to work for? (Ongoing and can be outsourced)
- Can you agree Key Performance Indicators (KPIs) based on High Performance? (look to the behaviors of your best employees for guidance)
- Map out and agree a timeframe for the whole process.

### Finding the Ideal Candidate:

- Can you start with engaged passive candidates or a referral program?
- If you engage a recruitment agency, make sure to do your homework on their capability and it is best to work in partnership with them. They are the experts in their field (recruiting) just like you are the expert in yours.
- Advertising is still okay but you have to stand out. Consider new technologies to help and be very wary of spending many thousands of dollars on newspaper display ads.
- When reading the resume look past qualifications and experience for transferable skills, high performance outcomes and matching values.
- In the interview the most important thing is to look for evidence, not opinion. Do this using the behavioral interviewing technique. And, always ask the same questions of each candidate.
- Do not ask stupid or inappropriate questions.
- Draw up your shortlist based on how they score against a KPI score.
- Treat all candidates with respect and give meaningful timely feedback (Simply saying "Not Suitable" is not acceptable).

And to avoid messy or confusing outcomes:

- Have I verified the candidates qualifications?
- Has the candidate completed satisfactory testing?
- Have the references been verified and completed?
- Have I asked the candidate if they have any leave booked?
- Have I confirmed the candidate's notice period?
- Have I verified the candidates right to work?
- Have I asked about a Working with Children Check or similar (If needed)?
- Have I asked the candidate if they accept the job, if offered?
- Has the employment contract been received/accepted?

## Conclusion

If you've read this far, congratulations! But now you may be thinking something like this: "That's all well and good but there's a lot there and I've got an organisation to run, never-ending meetings, cash flow to manage et al. How am I ever going to do all of the stuff you've just talked about well when I'm not a recruitment specialist?" It could be a similar comment if you are a hiring manager, running a department or a HR Manager having to cope with your everyday HR issues as well as satisfying the organisation's hiring needs.

You can call in an expert, like the ones I outlined earlier in this book. However, recruitment organisations range in quality from fantastic to almost criminal. So, if it's a fee-for-success make sure that you do your homework on them first otherwise you may get a whopping invoice at the end and an employee that you're not entirely happy with.

Your own internal recruiter can be good, but they operate in isolation, usually putting an ad on Seek, or similar and then going through the standard interview process.

Whatever you do, try to do it well. Spending more time and thought now, at the front end, will help you build a high performing team and more successful organisation rather than failure and a lot of anguish because you are saddled with underperforming employees.

Thank you for reading this eBook

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