



CREATING A RECRUITMENT PLAN¹

A strategic recruitment plan outlines the methods you will use to solicit qualified applications for your open position. The plan includes three key components:

Internal Distribution	Send a thoughtful email to your organization’s staff. This email should include a brief and appealing description of the role and the ideal candidate and should have the full job posting attached and/or included in the body. Your staff is a very good source of referral candidates because they know your organization best and have an idea of what it takes to succeed there. Be sure to thank them in advance for their willingness to distribute the posting to their personal networks.
Distribution to Your Stakeholders	Next, share the job description with your stakeholders. Post the job to an appropriate section of your organization's web site and include information about the position in any newsletters or other external communications. If this is a new position, use it as an opportunity to highlight your organization’s growth and development. If appropriate, contact donors, board members, partners, and other contacts; you never know who may be the source of a great referral.
External Posting	Broaden your reach beyond your inner circles by advertising the position externally. For most positions, gone are the days of relying exclusively on placing a want ad in the local newspaper; these days, it is usually more cost-effective to post positions on multiple online job boards. Even so, you should budget at least \$500-700 for external postings. In order to determine how to most efficiently spend your recruiting dollars, research the relevant job boards or publications where you would find similar postings. Ask staff who have similar roles where they would look for jobs. Find out what professional associations people in the field belong to and see if those organizations have a job board or listserv. There are also job boards based on geographic region or job function (such as accounting, development, or IT) that may be appropriate, but are typically more expensive. When evaluating posting channels, consider both flow and quality; most hiring managers would rather have a smaller pool of qualified candidates than a larger pool of unqualified candidates. While job boards without a nonprofit focus may result in a large number of resumes, more targeted posting for candidates interested in nonprofit positions is often more effective. Sites such as Idealist.org and OpportunityKnocks.org are excellent nonprofit-focused job boards. Local papers could also be a good source for posting job ads. For example, placing an ad in the local Spanish language newspaper for a Spanish speaking position.

¹ Excerpted and adapted from *Developing a Search Strategy: Your Roadmap for Hiring*, Commongood Careers, <http://www.cgcareers.org/knowledgecenter/searchstrategies.php>



Expanding the Pool of Candidates

When recruiting, spread the word about your nonprofit's open position(s) by casting as wide a net as possible. The following recruitment activities can help you attract a diverse pool of applicants:²

- Ask your local unemployment office to post your jobs. (For example, the Massachusetts Department of Workforce Development, www.mass.gov/dwd.)
- Diversify your recruitment efforts. Use websites that specialize in diversity recruitment, such as www.diversityinc.com, www.latpro.com, www.nbmbaa.org, www.asia-net.com, www.careerwomen.com, www.minorities-jb.com.
- Seek assistance from organizations such as your local National Urban League or Private Industry Council, and by all means, don't forget to consider sources that cater to the military like www.vetjobs.com or disabled individuals or retirees, www.aarp.org.
- You may find it helpful to build a relationship with your local colleges and universities. Remember, students will graduate and alumni may use the career center. Websites such as www.jobtrak.com and www.jobweb.org also target graduates.
- If seeking professionals in a specific field, such as for hospitals, try www.etccc.com/hospital_directory.html; high tech, www.dice.com; education, www.educationplanet.com; social work, www.socialservice.com; and religious professionals, www.christianjobs.com or www.ministryconnect.org.
- Develop a standard list of recipients to receive your job announcements, including:
 - Associations
 - Career centers
 - Nonprofit, capacity building and nongovernmental organizations
 - Past applicants (in some cases it is possible to consider a past applicant)
 - Other organizations that will accept your job announcement and possibly provide you with a referral.

² Excerpt from *Develop an Effective Hiring Plan for Your Nonprofit*, Jennetta Hyatt, TSNE Human Resources Manager for Fiscal Sponsorship and Employment.
http://www.tsne.org/site/c.ghLUK3PCLoF/b.1778733/k.611/Articles_Nonprofit_Hiring_Process_Part_I.htm



Update your standard lists periodically. If your job announcements are sent to other organizations, check with the organization, if possible, regarding their preferred receipt method. Remember, some organizations may still prefer receiving your announcement via fax or mail, as opposed to email.

Tip: Keep track of those sources that you find useful. Avoid wasted effort – and money – on sources that don't produce quality applicants.