**Humane Network’s Recruitment Model**

## Humane Network recommends and uses the following general plan for the recruitment of leadership and other key staff for humane organizations and animal services agencies.

**Humane Network’s Recruitment and Hiring Philosophy**

The animal welfare movement is full of people who have great hearts and wonderful intentions. But to run an effective organization that can truly accomplish its mission, it takes people who have the appropriate knowledge, skills, and attitudes to match each position.

Three basic factors are considered when defining the requirements of the job and the characteristics of qualified applicants. They are:

* Can the person do the job? (CAN DO factors)
* Will the person do the job? (WILL DO factors)
* Will the person fit into the job environment? (FIT factors)

# *CAN DO factors include basic job requirements. WILL DO factors help identify motivation and interests that someone must have in order to do the job. FIT factors take into consideration several environmental levels in which the person will be required to operate effectively.*

**CAN DO** Factors

* Work Experience
* Education
* Technical Skills
* Analytical Skills
* Communication Skills
* Specialized Training

**WILL DO** Factors

* Motivation/Motivators
* Interests
* Goals (professional and personal)
* Drive/Energy
* Reliability/Stability

**FIT** Factors

* Team Orientation
* Independence
* Social Effectiveness
* Interpersonal Style
* Stress Tolerance
* Limitations (travel, availability, location)

## **Create a Customized Recruitment Plan**

## Using the steps outlined below, create a customized recruitment plan to meet the needs of your humane organization or animal services agency.

Develop Recruitment Materials

* Facilitate discussions with leadership and key staff to determine:
* Expectations, core competencies needed for success in the role, negotiable and non-negotiable qualifications
  + Salary range, reporting structure, other requirements and preferences
  + Target dates
* Create or review current/past materials including:
  + - Job description
    - Recruitment marketing package
  + Conduct a salary survey
* Deliverables include:
  + - Salary survey findings
    - Job description and marketing package
    - List of posting options

Recruit and Assess Candidates

* Conduct targeted recruitment of qualified candidates using Humane Network contacts and postings
* Track applicants
* Acknowledge receipt of application packages and manage general communication with applicants
* Screen applicants by:
  + Reviewing and assessing application packages (resumes and cover letters)
  + Conducting phone interviews with qualified candidates
  + Some organizations look at candidates’ online profile (social media, news searches, etc.)
* Recommend candidates for the next round of interviews and provide supporting documentation to interview team
* Deliverables include:
  + Tracking list/spreadsheet of all applicants
  + List of recommended candidates to move to next round
  + Candidate resumes and other supporting documents

Manage Selection Process

* Create customized selection process, interview form, and recommended questions for the interview team
* Collect and review of candidate work products as appropriate (e.g. writing samples, etc.)
* Conduct reference checks
* Schedule/arrange phone and final in-person interviews
* Facilitate and guide client through the selection/decision-making process
* Plan video conference (Skype, Zoon) interviews for the second round and in-person interviews with the finalists
* Conduct background checks (fees apply, conducted through outside firm – usually done after making an offer as permission is required, offer can be conditional on results of background check)
* Provide follow-up communication with candidates (including notification to those that were not selected)
* Deliverables include:
  + Interview forms/questions
  + Phone/Skype and in-person interview schedules
  + Updated list of recommended candidates at each stage
* Candidate resumes and other supporting documents

Guide Hiring Process

* Manage communication with selected candidate, including negotiating the offer, start date, etc.
* Assist with the on-boarding process
* Deliverables include:
  + - New hire package
    - On-boarding schedule

# *Core Competencies Assessment*

# *Role\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

**CAN DO**

**People Competencies**

Leadership Skills

* + Establishing focus
  + Motivating others
  + Empowering others
  + Fostering teamwork
  + Developing others

Management Skills

* Delegating
* Directing others
* Managing change
* Hiring
* Managing Performance

Effective Communication

* Written communication
* Oral Communication
* Visual communication (graphics, etc.)
* Persuasive Communication
* Presentation skills/public speaking

Interpersonal Savvy

* Approachability
* Listening
* Understanding others
* Influencing others
* Building collaborative relationships
* Customer orientation/service
* Confronting problems
* Cross-cultural skill
* Composure

**CAN DO**

**Business/Professional Competencies**

Leadership Skills

* + Vision
* Timely decision-making / Decisiveness
* Sound judgment
* Fostering innovation
* Intellectual horsepower
* Forward thinking
* Conceptual thinking
* Strategic thinking
* Creativity

Management Skills

* Planning
* Organizing
* Prioritizing
* Effective Problem Solving
* Analytical thinking
* Financial management
* Process management
* Project management
* Resource management
* Risk management
* Time management
* Technologically savvy
* Training/educational skills
* Researching
* Attention to detail

Interpersonal Savvy

* Self confidence
* Learning Agility
* Organizational awareness
* Observational skills
* Political savvy
* Negotiation

Subject Matter Expertise

* Animal sheltering or related experience
* Field Services experience
* Non-profit experience
* Fundraising experience
* Government relations experience
* Local contacts

**WILL DO**

Leadership skills

* Past track record of success
* Integrity
* Reliability/Accountability
* Initiative
* Proactive
* Follow-through
* Action oriented
* Strategic agility
* Results oriented
* Courage of convictions/commitment to cause

Interpersonal Savvy

* Self-Aware
* Flexibility
* Resilience
* Dealing with ambiguity
* Compassion
* Humor
* Perseverance
* Patience
* Emotional stability
* Responsiveness

**FIT**

* Location and time requirements
* Skills/Experience
* Pace/Energy level
* Physical stamina
* Change tolerance
* Stress tolerance
* Independent vs. teamwork
* Personality
* Communication style
* Management style
* Commitment to mission/cause
* Shared vision