Attracting Talent for the NGO Sector: Recommended Actions for Swami Vivekananda Youth Movement
By Nidhi Dontula

#	STRATEGY & DESCRIPTION
1	*Utilize the power of social media and job boards.* This is a priority because 80% of current job seekers are now using social media in their job search activities. There is currently a gap between the use of internet/social platforms by NGOs in Western nations and developing nations. Social media can bring in 30-50% more applicants as right now we might not be reaching many applicants, especially young college graduates. Placing vacancy announcements online is more effective and economical than using most traditional forms of advertising. Suggested platforms include: • Glassdoor o Unlock free employer account through this link: https://www.glassdoor.co.in/employers/signup.htm o Contact employees to post favorable reviews of the organization o Costs money to post vacancies (7-day free trial) o Respond to reviews promptly (monthly or quarterly), specifically, and considerately, while promoting the positive (check it over because you cannot go back and edit it!) o Build brand by highlighting awards, photos, and experiences o Request reviews from current employees o Use analytics tool to improve recruiting strategy o Sample response: We would like to apologize for the delayed response, but thank you for taking the time to give us your feedback. We are committed to creating a secure and transparent environment for all our employees to succeed and grow. We are sorry that you did not feel that we are receptive to change as we are constantly trying to find ways to improve. As an NGO, we strive to offer decent salaries, while providing unforgettable experiences for our employees in building a resurgent nation. As you mentioned, mentorship is one of our highest priorities and we are always looking for the opportunity to teach as well as learn from others! Again, thank you for sharing your thoughts and we look forward to addressing your evaluation. Best of luck in your future endeavors! • Facebook • Analyze performance o Log into Facebook page for SVYM and click "Insights" → click reach → look for spikes and click on them (seek top-performing posts and look for patterns) o 1000+ followers/likes o Can "boost" job posts on Facebook to get it seen by a much wider section of Facebook instead of just those who follow your page • LinkedIn o Connect employees with SVYM on LinkedIn because right now it says SVYM has only 64 employees and 22 followers o Send out an email to correspond this information o Costs money to post vacancies (1.3 times the budget)

- Indeed
  - Can create a free account to post vacancies
  - Can post jobs for free (but less visibility than if you pay and can only advertise five jobs at one time)
  - Has a built-in applicant tracking system to see all applicants at once glance, view and forward their resumes, and even schedule interviews with them
  - Pay for "sponsored job posting" which shows up as top 2-3 and bottom 2-3 listings on each search page
    - Sponsored listings outperform free job listings by 3-5 times because they don't fall further down in search results
- AidBoard
  - http://www.aidboard.com/
  - Basic job listing = visible for 15 days (~50 views)
  - Jobs approved every Monday
  - Free
  - Specifically for international development (NGOs, non-profits, charities)
- Jobs4development
  - http://www.jobs4development.com/jobs/
  - posts 3 days after request
  - without logo
  - free to post
- NGO Box
  - Free to post standard announcement
  - No logo, no homepage listing, no social media promotion
  - 30-day maximum duration
- Instagram
  - Maintain company account (it has not been updated since June 2017)
  - Use hashtag #svymjobs or #svymcareers to publicize vacancies as that is what most job seekers will incorporate in their searches

Key Point 1	Key Point 2	Key Point 3
• Focus on 2-3 active platforms • Relationship management and building a candidate pool starts by analyzing the current platforms' performance	• Keep social media and hiring practices aligned. Don't put in your social media post that you would not put in a job posting. • Look at things from the candidate perspective. Why should the best candidates want to work at your company? Why should they want the job you're promoting? Make that the focus.	• Get the point across quickly and simply since the typical reader will only read 20% of content and job seekers spend just 30 seconds on each job post. • The social media post should consist of intentional takeaways with a link to the website, where the full job description can be found.

When creating a social media post, make sure to include:

- **Job title:** Put the job title at a prominent place (preferably the headline) to attract the right audience quickly. Use the full title so that applicants know the position they are applying for.
- **Location:** Be clear about the job's location, particularly if you have offices in various regions or if you offer remote work options.
- **Benefits:** Include something that'll grab candidates' attention, like attractive perks or training opportunities.
- **Call to action:** Make it easy for candidates to apply by adding a link or a button that will direct them to an application form or your careers page with additional information such as a contact email or phone number.
  - Phrases like "Apply today," "We're Hiring," or "Learn More About this Opportunity!"

Sample: Want to join our [*hospital team*]? If you're interested in [*practicing medicine*] and enjoy [*serving and developing a community*] we'd like to meet you! We offer a vibrant workplace with [*a mission, vision, and values*], as well as [*experiential learning like nowhere else*]! Apply at [*link*]

[*Image/Video*]

General formula:

Headline ➕ Text ➕ Call to Action ➕ Image or Video ➖ Sample Post

Image Advertising

- Such as this campaign to recruit nurses, promotes a whole profession or organization as opposed to a specific job opening
- The ad should be designed to create a positive impression of the profession
- Can also use photos of the office space, coworkers engaging, and perks of the job
- Proposed example:
  - Photo campaign to illustrate "My SVYM Story"
  - Take photos of employees with the quotes around the V-LEAD building and ask what it means to them and how it connects to SVYM's mission

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	Advantages: wider and a more organic reach, direct contact with prospective candidates, and lower costs, gain better understanding of the candidates whom they are interviewing, meeting, and hiring.
	
	Disadvantages: need manpower (social media managers) to develop and deliver content, need to update all accounts with same information consistently, some job boards cost money
	 o Make use of Buffer –
	  1.) create and log into all social media accounts
	  2.) create a free Buffer account to connect everything: https://buffer.com/signup?source=marketing-hero
	  3.) Create a schedule that is cater to the schedule of your ideal hires
	  4.) Fill Buffer queue with original content and content from the web that will be relevant to the audience	

2	*Partnership with universities and volunteers.* This can be done in order to attract professionals and qualified people. Especially, there is a need to focus on the senior management level (having 8-15 years of experience) who wish to forgo corporate jobs for voluntary work. Spreadsheets have been developed compiling contact information for local companies, organizations, and universities in Karnataka and all India. According to the Economic times of India article in March 2018, the Energy and Power Sectors provide the most support, followed by Banking and Financial Services and then IT/software. Health and education initiatives receive the most traction from companies (56% of the spending), so I recommend focusing on these sectors of SVYM when reaching out to corporates. Tactics include: o Collaborating with university professors and administrators to help generate student interest in the field o Sending a team of HR representatives with experienced frontline supervisors to job fairs and campus recruitment. This provides job seekers to a chance to ask both job-specific and hiring process/benefits questions. o Sending a spokesperson from the organization to classrooms of social work programs to "guest lecture" or provide an overview of the organization o Make sure that interview questions ensure fit and demonstrate a commitment to helping disadvantaged groups and serving society Advantages: can capture passive candidates, attract candidates with specific qualifications, and develop face-to-face relations Disadvantages: requires marketing/outreach (email, cold-calling), might be difficult to compete with larger, more well-known NGOs	

3	*Emphasize other experiences of working in the NGO sector through promotional materials.* This should be done to draw attention away from salaries/monetary benefits. Create passages and content about expectations for hires and experiences for employees. These may include: SVYM being a platform to work in areas of passion, the ability to demonstrate the company's values, etc. Examples include:

- Video promoting organization and the work culture
    - o Easy steps to do this are:
        - 1.) Find a quiet space and something to brace the phone or video camera on
        - 2.) Record horizontally
        - 3.) Have subjects face a window to get natural light
        - 4.) Keep it easy by asking employees why they like working at SVYM.
            - ▪ Keep in mind the purpose/objectives, theme, target audience, and your storyboard
- Testimonials from employees. After choosing employees who demonstrate the values of the organization and are considered "success stories" for the NGO, their stories can be shared in write-up or video form. Ideally, keep the testimonials short (no more than four to five sentences), make sure they are direct (let the public know specifically what was done or what were the results), and make them authentic. Include statistics where possible and as many descriptors of the employee as possible (name, title, number of years worked for organization).

o Consider putting testimonials on the "Careers page" or grouping testimonials by sector and putting them on the related pages.
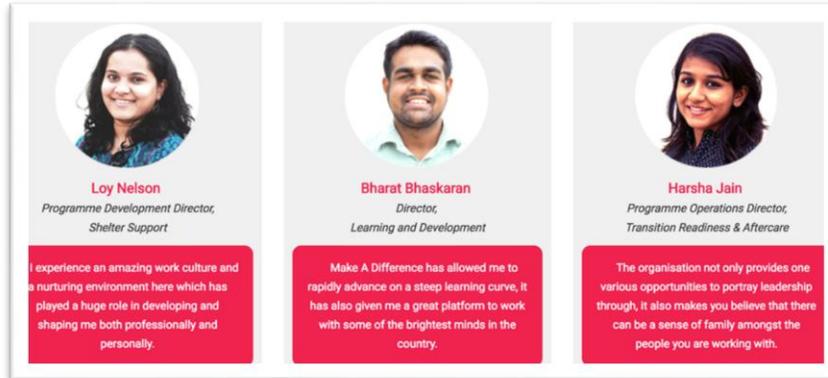
Advantages: visually engaging because they paint a picture with words, attestations are firsthand, authentic, and aligned with company culture

Disadvantages: creating and uploading the content takes time, energy, and resources, benefits/salary/career development still always on people's mind

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4 | *Create a successful employee referral program.* There is a need for this because 33% of current SVYM recruitment already comes from internal references, but there is still no recognition policy in place for these employees. If current employees are happy in their jobs, their word-of-mouth becomes the best source of recruitment.
- Survey employees on what would incentivize them to refer someone to working at SVYM
- Build a referral culture by keeping employees informed about open positions and the progress of their own referrals (email, noticeboard, etc.) – issue periodic reminders to staff that vacancies exist and that their referrals are appreciated
- Recognize employees regardless of whether their candidates end up being hired through Thank You notes for each referral, a referral board, etc.
- Reward workers for successful referrals (perhaps at the end of each quarter, a gift card or trip to a relevant, work-related conference can be raffled off)
- Feature top referrers by having a potential employee corner in the general SVYM newsletter
- Add referral program to performance appraisal cycle – there may be an incentive for employees to refer if referrals are connected to career advancement

Advantages: job-seeker is known and should adapt quickly to a new job, usually cost-effective with a quick turnaround time, helps with culture fitment, tap into passive workforce (currently employed and open to hearing about new career opportunities but does not actively seek out and apply to positions), employees will stay with the company for longer

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	Disadvantages: limited job pool, have to go through upper management to draft policy
5	*Establish and publish job descriptions.* Job descriptions are pieces of technical writing meant for internal use that describes expectations, duties, and qualifications that go with a role. Include description of duties and responsibilities, conditions of work, and qualifications required for vacant positions. • Publish on website, send in WhatsApp group messages, post on social media, etc. • Create a compelling message showcasing a challenge the company is facing and how candidates can come to the rescue

6	*Obtain the Great Place to Work India certification* to gain insight into what is working (transcripts of employee comments, recommendations, spreadsheets, data), recruit top talent, build awareness, engage people, reduce turnover, and boost satisfaction.
	• Register: http://certification1.zohosites.com/ and then twofold process
	• Application form: https://survey.greatplacetoworkindia.co.in/2019study
	
	Register to get Great Place to Work® - Certified™
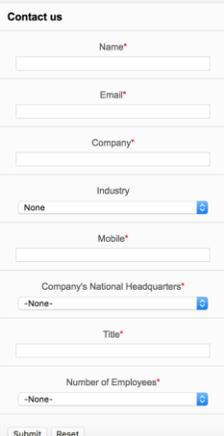	
	Contact us
	Name*
	Email*
	Company*
	Industry
	None
	Mobile*
	Company's National Headquarters*
	-None-
	Title*
	Number of Employees*
	-None-
	Submit Reset
	
	• Trust Index survey analyzes five dimensions - fairness, respect, credibility, pride, and camaraderie – and takes 20 mins to complete per employee, survey can be done in chosen Indian languages
	    o Need two weeks to launch (prepare for 4 hours)
	    o 70% employee survey responses are positive = threshold for certification
	• Culture audit covers 9 practices done by organization (diversity, work of employees, quality of programs/practices)
	    o NGO must provide details of organization policies and programs for evaluation (2-5 days)
	• After obtaining certification, obtain reports
	
	For more information, contact: bhavishya.sharma@greatplacetowork.com, 022-66105544.
	Advantages: This certification provides an established standard and such credentials can be

	used for promotion, by becoming certified SVYM can even potentially be placed on the "Best NGOs to Work" annual list
	Disadvantages: costs money to buy reports after obtaining certification, takes time to prepare, questionnaire might be in English so there is a potential language barrier
7	*Make website modifications so that working for SVYM a more visible option* • "Careers" heading • Google search result • Frequently Asked Questions section • Link job descriptions to position (most easily as a pdf) • Focus on "About Us" page on website • Upload videos showcasing culture, workspaces for each department, testimonials
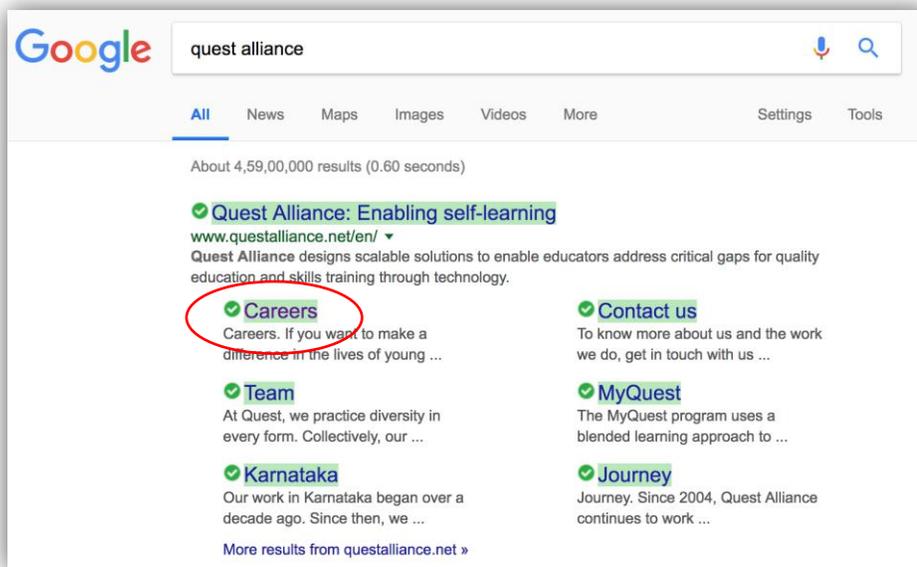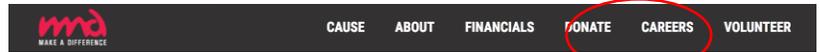
	given by existing employees, and amenities available in office
8	*Work with job consultancy agencies.* GRAAM has outsourced their recruitment to a Human Resources consulting firm, especially for higher positions. • Spreadsheet has been developed for these agencies' contact information in Mysore and Bangalore Advantages: reduces effort and time for organization because get only shortlisted candidates, doesn't disclose name of organization until recruitment is finalized by releasing an advertisement saying, "an organization in Mysore is looking for…" Disadvantages: costly, may be time-consuming because relying on an external party for candidate information
9	*Maintain a pre-screened applicant pool.* Don't delay hiring until staff vacancies reach crisis proportions because then you will be forced to recruit those who meet just the minimum requirements so they can be brought on board as soon as possible. Instead, use these tactics: • Have a pool of pre-screened, interviewed applicants always available to be called for a second interview with the HR team. When using this approach, it is important to minimize the amount of time between the initial interview and second interview to prevent top-quality applicants from being hired elsewhere. • Human resources will need to do continuous recruiting and screening, even when there are no current vacancies Advantages: when a vacancy arises, candidates can immediately be contacted and engage in discussions about the position, using social media networking sites can reduce the time Disadvantages: takes time to develop a candidate pipeline because you must find qualified applicants who meet position requirements (phone-based and Internet research), verify that they are good candidates (check references), and the regularly communicate with them regarding opportunities in the organization