

ORGANISING YOUR RECRUITMENT



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DEFINING JOB FUNCTION AND TITLE

Recruitment is not just carried out to meet immediate vacancies but should be seen as part of an overall organisational strategy for resourcing personnel. See if you can discuss the job role with involved departments, managers, colleagues, leaving job holder etc., to get the whole picture.

- If the candidate is to **replace a leaving job holder** (in other words an existing job role), then take the opportunity to re-evaluate the job scope.
- If the candidate is to fill out a **new job function** with many unknown factors, then sketch out the overall lines and objectives: be honest about uncertainties.
- If the candidate is to fill out a **temporary vacancy** or an internship, then explicitly define expectations and job tasks. Your permanent job may be attractive to ambitious people who will use it as a stepping stone to more prestigious jobs. Fine, but if you want to avoid any lack of involvement, you need to specify this in your job ad.

If the job title does not explicitly describe the job function, then use a strapline to do so. You may have to work a lot with the job title, so that it is not obscure and doesn't convey what the job function is.

Also try to incorporate something new, innovative, exciting, challenging in the role - people are attracted to new things.

JOB REQUIREMENTS

The job description must be in line with reality. In the eyes of the new candidate, and the colleagues, the official job advert remains the most important document for the job role (together with the contract). So you must take it seriously, otherwise you might put performance of the new professional at risk.

In other words your choice of wording is important: too complex and you could give the impression of inaccessibility, too lightweight and you may lose credibility. Ask colleagues to compare your proposed wording with their experiences of the company and the job.

HOW MANY AND WHICH APPLICATIONS WILL YOU RECEIVE?

An instrument to control the amount of applications is the job requirements. The more specific your job requirement list, the fewer, better targeted responses you are likely to receive.

- If the role is specialist and senior, you may prefer to receive five excellent applications rather than fifty average ones.
- For a graduate trainee position you may prefer a bigger choice.

Writing a goal oriented job description will attract potential candidates who want to grow within the position, and learn how to make larger contributions to your organisation. See the difference between these two phrases:

- *Is responsible for the preparation and follow-up of financial management and internal control.*
- *Takes responsibility for developing a sound financial management and internal control to save money for the agency.*

In the same way, clearly defined job **role objectives** will, instead of a list of **job responsibilities**, turn focus more towards the personal qualities than the skills. This is critical for high responsibility jobs. But perhaps to be avoided in more administrative functions.

TALKING TO YOUR IDEAL CANDIDATE

Build a mental picture of the sort of person you, and the team, see fitting in. Write as if you were speaking to your imaginary candidate. Use language that your reader uses, and describe the job as practically as possible. Refer to the reader as 'you' and use the second person ('you', 'your' and 'yours' etc) in the description of requirements and expectations. It gets the reader involved.

The job description should be as practical as possible. Make it short. Cut down on formalities (and explain them later to the candidate). Try to omit any unnecessary articles such as "a", "an" and "the". Mark for example the difference between these two:

- *Managing the development team: this includes organising and planning the work of a team of members, reporting on the work progress to the project managers, researching and selecting technologies needed to*

implement services, keeping the development team up-to-date with state of the art...

- *Managing development team; organising and planning work team members, reporting on work progress to project managers, researching and selecting technologies needed to implement services, keeping development team up-to-date.*

Remember that there is a major difference between an online ad and print version. Online job boards force users to read much more from top and downwards. Therefore the job ad must quickly get to the point. If it doesn't grab attention, the race is lost before it begins.

How to get your job advert noticed:

- Don't use long words where short ones will do
- Cut out words where possible
- Use active forms instead of passive
- Strong verbs and specific nouns give energy
- Avoid over-designed graphics and extravagantly presented layouts



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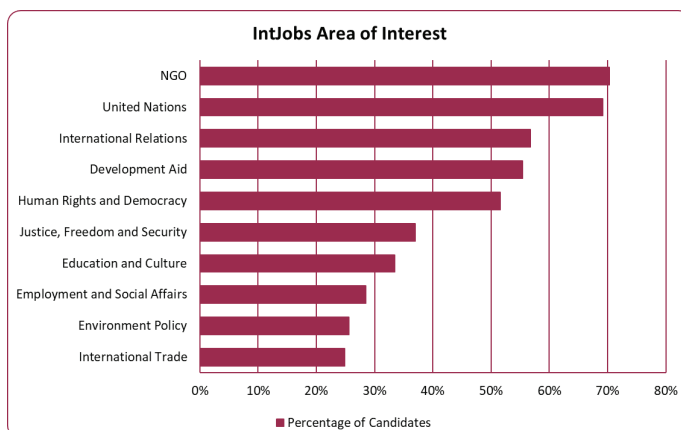
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What our Clients Say



*"Thanks we were **very pleased with the response** we received for our Programme Manager Caucasus position, which is split between London and Tbilisi. We received a lot of applications from persons with a **good understanding of the Caucasus**, willing to travel and a lot of **policy related experience**."*
- Marie Aziz, Saferworld



*European AIDS Treatment Group "We decided to post the job ad for Training & Communications Coordinator with **Pre-selection Questions**. It **really saved a lot of time** using the Pre-selection Questions to come up with a list of 5 candidates best qualified for interview. Since then we have offered the position to one of those candidates! I appreciated the help from the consultants to create the best questions and really thank them for the support they provided."*
- Koen Block, Executive Director, European AIDS Treatment Group (EATG)



*"We had a **huge response** from the Eurobrussels website, receiving some 200 applications for our Communications Officer position in Brighton. **Using "Pre-selection Questions" is a great time saver** too. Many thanks!"*
- Alice Birch, PA to Chief Executive, European Social Network



*"We are very pleased with the services Eurobrussels provides. Our **vacancies are uploaded** quickly to your website, resulting in **many high quality applications**; we know that eurobrussels.com is the place to be for job seekers in Brussels. The **statistics** you provide about visits of our job advertisements are also very useful."*
- Chiara Martinelli, Assistant to the Secretary General, CIDSE