

Case Study - Talent Seed Recruitment Services for [dove house](#), Eastern Bays Hospice

Company profile

DOVE HOUSE, EASTERN BAYS HOSPICE:

- Non-profit organization that provides care to people, their families and caregivers who are living with life threatening illness.
- Has two distinct areas of Operations, service and commercial referred to as Health and Wealth. Health looks after those in need while Wealth finances much of Health with reliance on donations and fund raising for the remainder.
- Cares for 450 patients and families they currently see each year with a paid workforce of 30 and a volunteer workforce of approximately 350 people

Business situation

[dove house](#) as a non-profit organization relies heavily on volunteers. They have grown substantially over 11 years and are trying to strengthen all business processes so that they meet the needs of the larger organisation. They are grateful for the time people afford them yet this comes with issues; sometimes the volunteers aren't reliable and don't provide sufficient notice to replace them which affects the level of service to the patients and community. It was important to strengthen the recruitment process overall, even though [dove house](#) were intuitively doing much right, nothing was documented and the approach was therefore inconsistent. They wanted a stronger process that was documented and utilized consistently.

Practice and process situation

The organisation was unusual in that it had both a paid and volunteer workforce. These two groups worked for entirely different reasons. Although [dove house](#) had great exposure within the community and good interest from both paid and volunteer people to work there, the process also did not assist in gaining commitment from the volunteers. [dove house](#) would gratefully take whoever was offering but sometimes those people's personal situations or physical restrictions would be detrimental to the smooth running of the organisation.

Solution

The solution needed to reflect the different requirements to evaluate paid staff and volunteers and have the volunteers understand their commitments prior to signing. Documentation, and skills were required for those involved in recruitment. Most recruitment is based on skills, knowledge and experience and this was relevant to the paid workforce, however there needed be a focus on assessing motivation for the volunteer workforce as they are not hired for skills and experience. The solution involved:

- Constructing people profiles for both paid-staff and volunteers to create clarity
- Developing templates for job descriptions to provide consistency
- Building a process flow for both paid-staff and volunteers which incorporated a checklist of activity

- Turning the company values into behaviours so that it was clear what were appropriate behaviours for the organisation then turning these behaviours into a competency framework
- Producing interview guides for competencies sought with around four questions per competency
- Establishing phone screen and reference check templates that were different and appropriate for volunteers and paid-staff
- Training all managers involved in recruitment including designing interview questions, the recruitment process, and interview skills
- Providing ongoing telephone support and advice to hiring managers

The distinct benefits were that [dove house](#) ended up with two processes; one best practice for paid-staff and the other focused on motivation of volunteers. Profiling, documentation and training created consistency of approach, regardless of who was carrying out the recruitment.

An initial consultation was carried out with management to understand the culture and challenges. Documentation and process was built and then signed off by management, it was then introduced at full day recruitment and interview training then put online for easy access.

Benefits

Shortly after the solution was set up the Volunteer Resource Manager changed, the mapping of the process including all documentation with ongoing recruitment advice available has enabled the new manager to easily pick up the process, and ensure consistency. It is expected that there will be an improvement in reliability of volunteers due to the strength of the new process though this is too soon to tell. As the organisation is a volunteer organisation there are not records to provide evidence therefore this will be empirical. Retention is also expected to improve.

Products and services Talent Seed used

For this recruitment solution, services provided were:

- Consultation
- Process mapped and built with supporting documentation (forms and templates)
- Training – recruitment and interview skill workshops
- On-going support –recruitment advice, writing of job ads and position descriptions

Services provided by other groups or companies

To assist [dove house](#) to continue with DIY recruitment yet reduce work around culling of applicants an applicant tracking system was introduced. This meant [dove house](#) could easier handle applicants and more easily identify those better matched/skilled for the position for their next vacancy. As this system is initiated per vacancy it was minimal cost.