

Comparative Analysis of Leadership Recruitment: A Multi-Case Study of Leaders for Tomorrow Foundation, Shiksha Seva Foundation, and Teach for India (Not for Profit Initiatives)

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Abstract

This study examines the recruitment practices of three non-profit organizations (NPOs) in India: Leaders for Tomorrow, Shiksha Seva Foundation, and Teach For India. The analysis reveals a diversity of approaches used by NPOs to attract and retain talent in a competitive job market.

Introduction

Recruitment

Recruitment refers to the process of identifying, attracting, interviewing, selecting, and hiring eligible and the most suitable candidates as your employees from the huge pool of talent available.

It is the method of selecting the best candidate for a specific job opening from the whole lot of candidates available. It includes the entire process, from identifying a vacancy to introducing the best candidate to the organization in the most cost-effective and timely manner. It is very important to recruit the right candidate for the right job, for an organization to function effectively and efficiently.

Recruitment becomes all the more important when it comes to recruiting a candidate for a non-profit organization, as the organization doesn't make as much profit as a private company, so the recruited one will get a comparatively low salary or it can be unpaid. So it becomes very important for an NPO to recruit those candidates who are dedicated and determined to work for a social cause.

HR is responsible for facilitating the organisation's overall objectives through successful human resource administration, concentration on staff- as the most important and valuable asset of the business. It is the first step in developing the human resources of an organization. The study has been undertaken to know and understand the recruitment policy of one such organization- Leaders for Tomorrow foundation, a non profit initiative.

Recruitment involves a whole lot of steps which needs to be undertaken, but some of the common steps are as follows:

- Identifying the vacancy
- Preparing a recruitment plan
- Providing a detailed job description
- Advertising the position on various platforms

- Receiving the applications
- Reviewing the applications received
- Screening and short-listing the candidates
- Interviewing the shortlisted candidates
- Applicant Assessment
- Recruitment to the final position
- Introducing the organisation to the recruited candidate

Industry overview

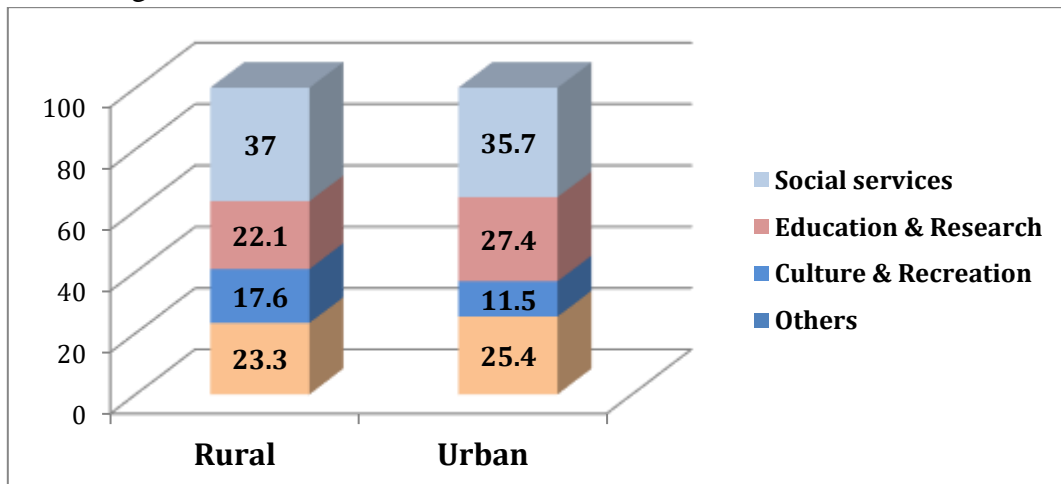
Contribution of the Sector

A recent report by Great Place To Work India sheds light on the unique composition of the Indian non-profit sector. Notably, it employs a significant portion of the national workforce, with a staggering 45% representation (2023). This is particularly impressive considering it surpasses employment rates in other industries. Even more noteworthy is the sector's commitment to gender diversity, boasting a remarkable 24% female workforce – a figure considerably higher than the national average (2023). This emphasis on inclusivity positions the non-profit sector as a leader in workplace equality.

The report further highlights the primary focus areas of Indian NGOs. A staggering 80% dedicate their efforts to tackling crucial challenges in education and healthcare. By promoting good quality education and spearheading initiatives to eradicate poverty, these organizations play a vital role in driving positive social change. Their contributions extend beyond immediate societal impact, as evidenced by a report from India's Million Missions. This report predicts the non-profit sector's potential to contribute a significant 2% to India's GDP, underlining its growing economic importance (2023).

A recently released data by NGO Darpan reveals that Uttar Pradesh and Maharashtra house the highest concentration of NGOs, accounting for 15% and 14% respectively. This is followed by Delhi (8%) and West Bengal (7%), highlighting a regional disparity in NGO presence (2023). Understanding these geographical trends can inform strategic resource allocation and ensure a more equitable distribution of support across the nation.

The sector is undergoing a remarkable change in the recent years due to young entrepreneurs, funding from government of India as well as from foreign sources. Recent legislations regarding CSR norms have given the sector a huge lift.



Source: Central statistics office, MoSPI (2012)

Literature Review

Dr. B Vijaya & Karibasaveshwara. B (2014), in their research paper states that Recruitment and selection are the core or fundamentals of any organization. Recruitment provides a competitive edge to a firm, so an effective approach of recruitment should be followed by an organization to compete for the already limited human resource available. There has been a rise in number of corporate professionals who are willing to work in the social sector. The recruitment scenario has become highly competitive; earlier the recruitment process included internal references, but today different social media platforms are used for hiring, such as indeed, internshala, glassdoor, etc. which help in getting competent candidates Shubha Goel (2017).

Barkha Mathur (2013), in her article quotes that recruitment is conducted to ensure commitment among the candidates; it is to recruit those candidates who are willing to sincerely work for the organisation and to discourage those who join such organisations for the sake of value additions in their CVs. The process involves filtering crowds from the huge pool of talent available. Those organizations working in the nonprofit sector needs to secure an adequate supply of labour, particularly for activities such as providing social services. Therefore, it is necessary to manage the human resources properly and carefully which in turn will lead to successful delivery of services Jane Leithbridge (2017).

Emily Cordeaux (2017), in her research states that as far as not for profit sector is concerned, young people are passionate to work for different causes, but they feel obtaining a first stable and paid position is extremely difficult in nonprofits. And once you get into it; you face continuous challenges to remain in the sector. It also mentions there's a general perception that, people leave nonprofits because of better opportunities offered from public and private sector, but it's the accumulated challenges they face with which drives them out.

Objectives of the study:

1. To know about the recruitment process of Leaders for Tomorrow foundation.
2. To make a comparative analysis of the recruitment processes followed by other NPOs in the same sector.
3. To find out if there is any difference between the recruitment process followed by Leaders for Tomorrow and other NPOs of similar kind.
4. Suggesting the better recruitment practices adopted by other NPOs working in the same sector.

Research Methodology

The research is a qualitative study to understand and analyze different recruitment practices followed by different NPOs working in the same sector such as Leaders for Tomorrow Foundation based in Delhi and operating across across India, Teach for India and, Shiksha Seva foundation.

Both primary and secondary sources for data collection are used here. The method of collection of primary data includes observation and discussions with the NPOs over telephone. The secondary data includes data collected from different websites, newspapers, etc.

Analysis and Interpretation

Recruitment process of Leaders for Tomorrow Foundation

Leaders for Tomorrow is a not-for-profit initiative based in Delhi. It aims to develop new age leaders through leadership training and platforms.

Recruitment has been the source of getting well qualified candidates for the organization. So, the Foundation follows an elaborate and a transparent process to select quality candidates for the organization. The organization posts the requirement of candidates as soon as the vacancy arises, the candidates have to apply for volunteering on their website or on social media platforms. They have a colourful, user-friendly website that allows easy access to the recruitment application form. A huge number of candidates apply for volunteering at the foundation, however, very few get selected.

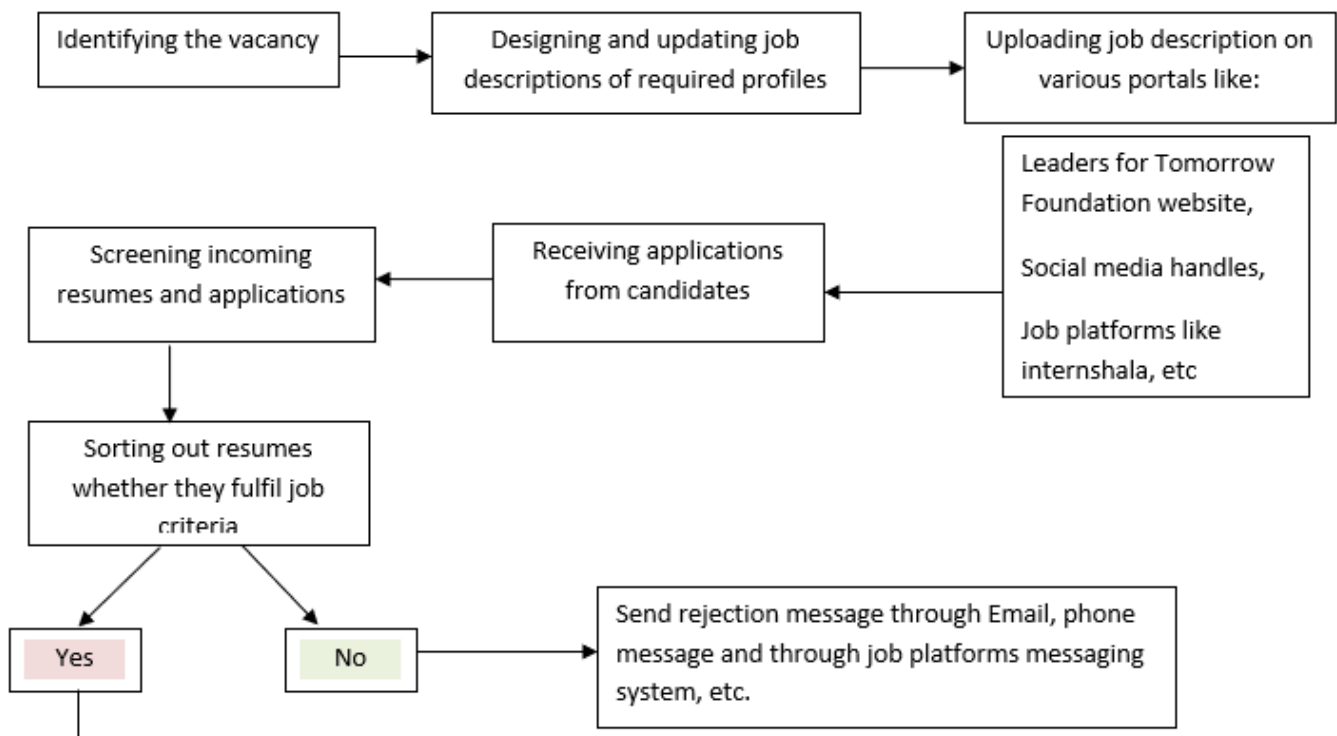
Once, the deadline for submitting the forms is over which is generally about 15 days or such, the received applications are screened to shortlist those candidates whose skills, passion match with the Foundation’s goals and mission. A small number of candidates are shortlisted for further selection process, and then the applications which fulfil the criteria would be sorted out and communicated to the concerned candidate. The shortlisted candidate is given several tasks, based on which the candidate is selected. It can be anything, writing a write-up, or developing an idea, coming out with a creative and innovative idea or an interview.

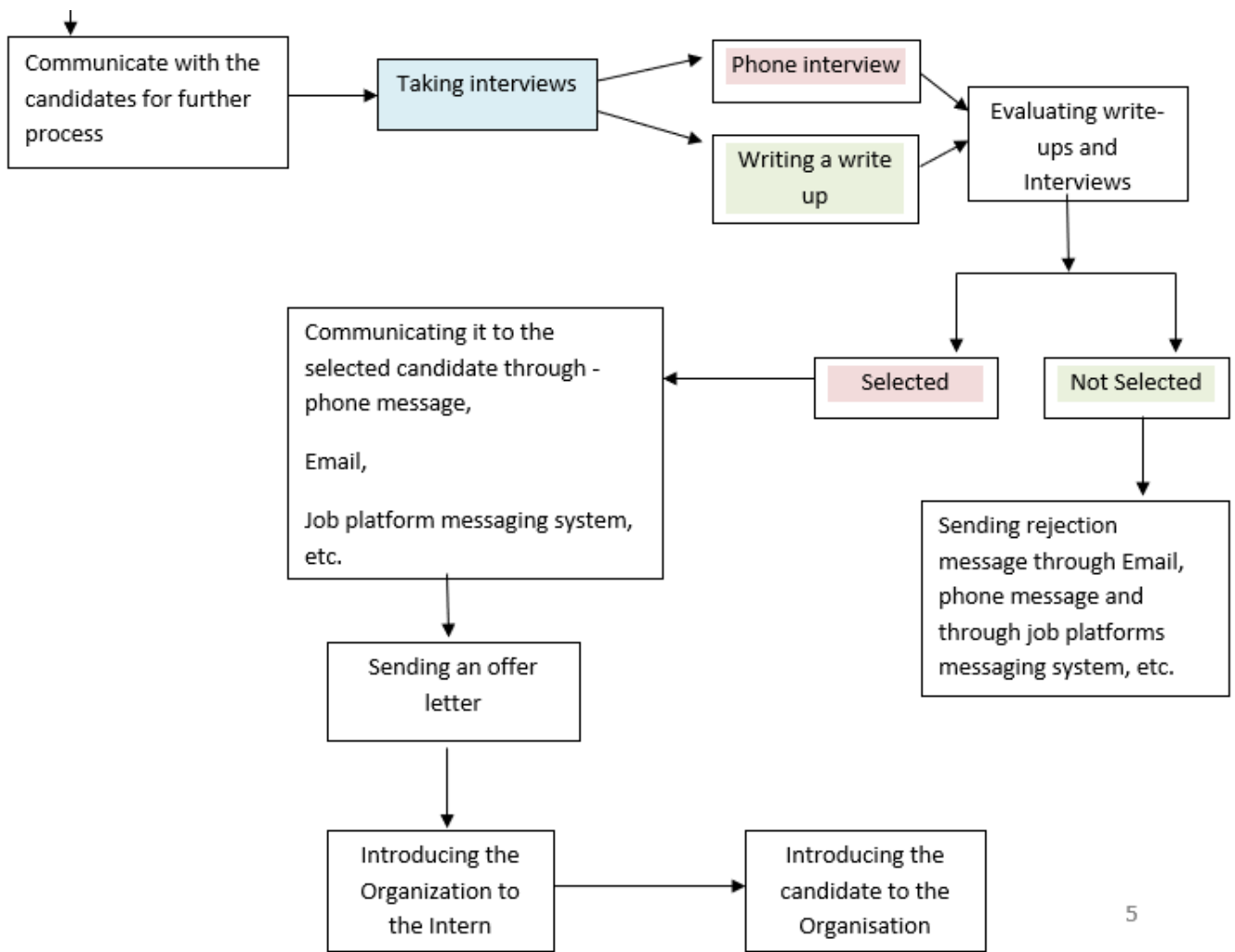
The interview or the write up are evaluated to assess the candidate’s skills and qualifications for the specified role. The candidates with good performance would be selected and communicated within a short while, after which an appointment letter will be issued, and a personal mentor would be assigned to the concerned candidate.

Key Points:

- The idea of making the candidate write a Write-Up or coming out with an innovative idea is something which is practical and a great way to assess the candidate’s skills.
- A personal mentor is assigned to a specific group which is a great method to help out the newly inducted volunteers with their work and make them learn new things.

Flowchart of Leaders for Tomorrow’s recruitment process





Recruitment process in Shiksha Seva Foundation:

Shiksha Seva Foundation is an NGO focusing primarily on girls education based in Mumbai. Shiksha Seva Foundation feels it’s quite difficult to recruit individuals in a not for profit organization as a huge number of people are inclined towards the private sector due to number of reasons such as a high pay, steady growth and a number of opportunities and rewards.

Shiksha Seva Foundation (n.d.) mentions it follows a simple recruitment process that enables them to get a good number of applications for the recruitment process. The Foundation publicizes its requirement for dedicated individuals to contribute as either employees or volunteers through a newspaper advertisement. It is generally, the local newspaper, which allows them to get local candidates who know the area better. A phone number is provided in the newspaper advertisement. A prospective candidate is initially required to contact the NPO via the provided phone number.

They are asked to submit their resume and qualifications through a prescribed mode. After which, a through evaluation of the candidate’s skills, qualifications is done. Only the, he is called out for an interview process.

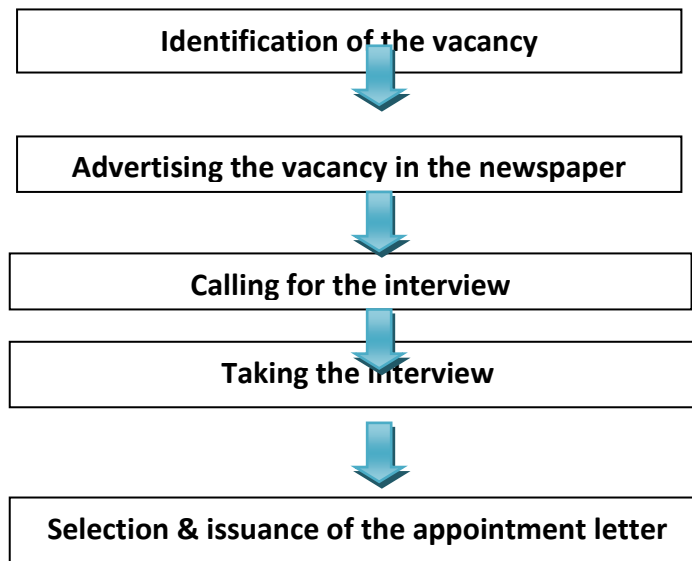
Successful candidates who demonstrate the necessary skills and alignment with the organization's mission are subsequently offered employment or volunteer positions after a thorough background check. After,

which a formal appointment letter is issued. The Foundation aims to recruit young and dynamic candidates for the organization Shiksha Seva Foundation (n.d.).

Key Points:

- A thorough Background check
- Focus on recruiting young, dynamic and local candidates.

Flowchart of the Recruitment process at Shiksha Seva Foundation



Recruitment process of Teach for India

Teach For India is a well-known initiative based in Mumbai. It aims for quality and equity education for all especially, kids from a humble background. They offer a fellowship program that brings India's brightest minds to teach in under-resourced schools, inspiring young minds and fostering a generation of leaders committed to creating a brighter future for the nation.

Teach For India fellowship program boasts an exceptionally low acceptance rate, ranging from a stringent 6% to a highly selective 8.5%, ensuring only the most exceptional candidates are chosen. This rigorous process unfolds in three distinct stages.

Teach For India (n.d.) states potential candidates must initially submit an online application on their website "Teach For India", providing insights into their experiences and motivations. Following a comprehensive evaluation, applicants are required to complete a demanding one-hour online assessment that scrutinizes their situational judgment and English language proficiency. To maintain the application's validity, this test must be undertaken within a strict 72-hour window.

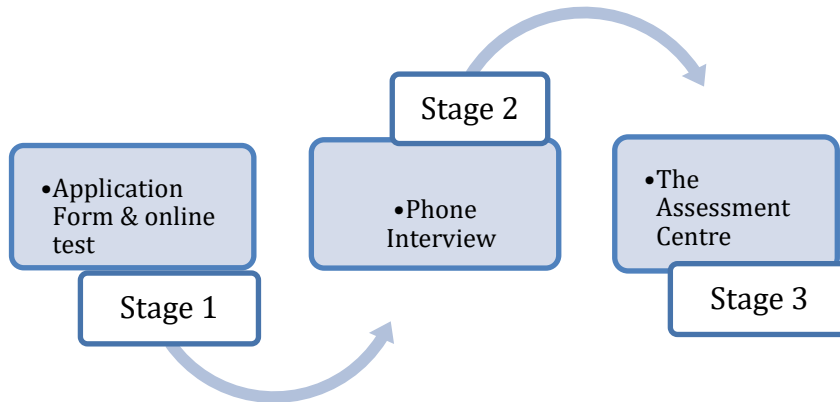
After reviewing the application form and AMCAT (Aspiring Minds Computer Adaptive Test) results, the organization may have some additional questions for the candidate. If so, a 30-minute phone interview will be scheduled to gather more information which will help them to assess the candidate. This additional step allows the organization to delve deeper into the candidate's qualifications and ascertain their suitability for the program. Successful candidates progress to an immersive on-site session encompassing interactive learning experiences, collaborative activities, and problem-solving challenges.

As a final hurdle, candidates must demonstrate their capacity through a one-hour interview with a seasoned Teach for India community member. This culminating evaluation serves as the ultimate determinant of selection (Teach For India (n.d.)).

Key Points:

- A lengthy yet effective process for evaluating candidate skills.
- The test assessing situational judgment and English proficiency is an excellent recruitment tool.
- Interactive experiences, problem solving challenges and other activities are much needed in the recruitment process of a nonprofit organisation.

Flowchart of the Process



Findings of the Study

Comparative Analysis of Leadership Recruitment in NPOs

Initiatives	Leaders For Tomorrow	Shiksha Seva Foundation	Teach For India
Location	Delhi	Mumbai	Mumbai
Focus	Develop future leaders	Girls' education	Quality education for underprivileged children
Selection Process	Application, shortlisting, write-up/interview, selection	Newspaper ad, resume submission, interview, background check	Online application, online assessment, phone interview, on-site session, interview
Key Points	- Elaborate & transparent	- Focus on young, local candidates	- Highly selective (6-8.5% acceptance rate)
Strengths	- Practical way to assess skills (write-up)	- Thorough background check	- Rigorous multi-stage process
Weaknesses	- Differentiation between write-up & interview might be unfair	- Limited reach (local newspaper)	- Lengthy process
Recommendations	- Standardize selection process (uniform write-up/interview)	- Consider online assessment for wider reach	- Consider shorter activities to build confidence

Conclusion

The comparative analysis of recruitment practices at Leaders for Tomorrow, Shiksha Seva Foundation, and Teach for India underscores the diverse approaches employed by non-profit organizations in acquiring talent. While each organization has its unique strengths, the study reveals a common challenge: the need to attract and retain dedicated individuals in a competitive job market.

Teach for India's rigorous, multi-stage selection process stands out as a model for ensuring quality candidates. However, the length of the process might deter potential applicants. On the other hand, Shiksha Seva Foundation's reliance on local newspapers for recruitment limits its reach. Leaders for Tomorrow's approach of assessing candidates through write-ups offers a unique perspective but could benefit from standardization.

To optimize recruitment efforts, NPOs should consider a hybrid model incorporating elements from all three organizations. A thorough initial screening, followed by online assessments, interactive workshops, and personal interviews, can provide a comprehensive evaluation of candidates. Additionally, emphasizing the organization's mission and impact can attract like-minded individuals passionate about social change. By refining recruitment strategies, non-profit organizations can build high-performing teams capable of driving meaningful social impact.

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