

## Thought Piece:

### Advertising Management Roles - What Works Best?

Fergal O'Sullivan



People - or more specifically, people with the right mix of skills and experience for specific roles - are the backbone of the not-for-profit sector. Organisations are driven forward by people who understand its needs and its mission; the impact individuals can have on operational success can be substantial.

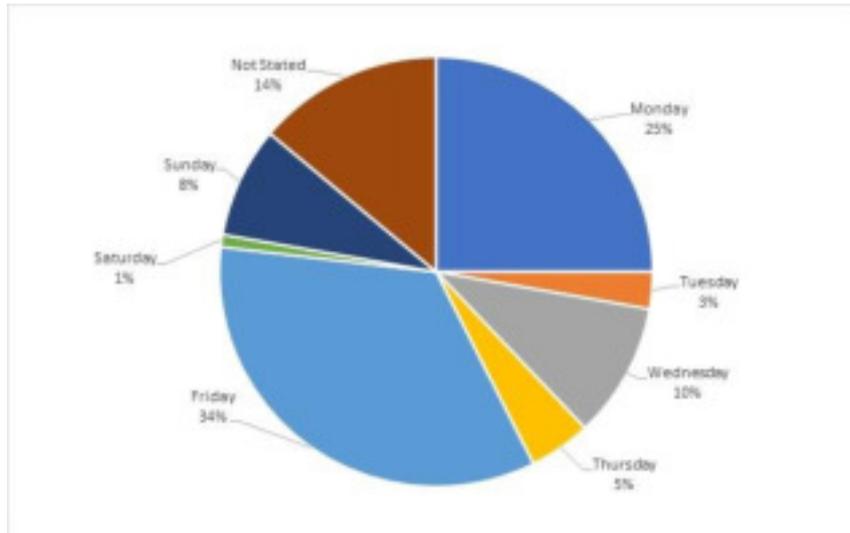
Therefore, when such an integral individual leaves your organisation, especially at a senior level, how you react can mean the difference between a manageable short-term skills gap and a longer-term impact on the delivery of your mission.

Everyone knows they should have a succession plan in place for senior leaders and while some manage to achieve this fully, not everyone is well-enough resourced to keep such a plan updated. Often, other team members fill any gaps that appear, but that in turn creates a gap elsewhere.

Eventually, the search for a replacement will need to expand beyond your own premises. Once the job description has been agreed, advertising the role is one of the first tasks to be tackled, whether you decide to recruit directly or via the services of a recruiter.

At 2into3, we make use of many different channels and platforms when advertising roles, but we are always selective in our approach; budgets are tight, and indiscriminate advertising is simply a poor use of such limited resources. Instead, we review each role against the potential audience for each channel and work with our media partner to agree the best options for the budget available. This has the joint benefit of saving money and ensuring a focus on securing the best possible candidate pool.

Once the role is advertised, another interesting area to consider is when to set the closing date. In terms of a timeframe, getting the balance right between too short a window and too long a wait is the challenge. We typically work to a three-week window, to allow people to see the role advertised, assess their suitability, enquire about it with us and ultimately have the time to prepare a proper application. For some, time constraints or the availability of interviewees may dictate if this period is shortened or extended.



Some recruiters believe there is something of a science to the decision as to the day of the week on which to close for applications. For example, in the 2into3 Recruitment Monitor for Q1 2019, Friday and Monday accounted for almost two-thirds of all closing dates for senior roles. This is likely on the basis that these are the days people are most likely to be considering a career move and will have the time to dedicate to applying. Individual experiences may vary, but overall, Tuesday, Thursday and Saturday seem to be very unpopular days to close for applications.

Like most things in recruitment, there are many ways to approach the task of advertising roles. Nobody can claim to have the definitive approach, but we feel we have a tried and tested approach that works for us and our clients. However, as the saying goes “your mileage may vary”.

You may agree or disagree with our thoughts. If so, we would be interested in hearing what works (and doesn't work) for you.