

A HOW-TO GUIDE

# Hiring with Heart;

## The Legacy Guide to Charity Recruitment



Tools, truth, and  
templates for small  
charities with big missions.

[legacygroupconsultancy.co.uk](http://legacygroupconsultancy.co.uk)



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## FOREWARD

# From Seema, With Purpose...

**Hi, I'm Seema, founder of Legacy Group Consultancy, Muslim woman, mother, and recruiter with a cause.**

After nearly a decade in fundraising recruitment, I've seen small charities perform absolute miracles with limited budgets, small teams, and a whole lot of heart.

But when it comes to hiring? Whew...it can feel like walking a tightrope in flip-flops.

That's why I created this. Not another jargon-filled HR guide. Not a recycled checklist from a Google search.

This is **real talk** for small teams who want to recruit better with clarity, confidence and care.

Hiring isn't just about filling a role, it's about:

- Honouring the work
- Respecting your community
- And finding people who believe in your mission as much as you do

This toolkit is my way of saying: you've got this. And if it helps you make one better hire, feel one bit more empowered then my job here is done.

Let's build legacies together. 



# What this toolkit is



*(and isn't)*

This toolkit is:

- A roadmap for grassroots orgs and small charities to feel empowered in recruitment
- A practical, honest guide without corporate fluff
- Built to help you attract people who get your mission

This toolkit is not:

- Just for HR people - it's for everyone who wants to hire well
- A quick fix - this is about sustainable change
- A one-size-fits-all - but it will give you the structure to shape your own



## SECTION 1

# Writing Job Descriptions (That Actually Works)

### Overview:

Why job descriptions matter more than you think (spoiler: they're your first impression).

### In This Section:

- The difference between a *job description* and a *person spec*
- How to write with clarity, not jargon
- Inclusive language tips (ditch the buzzwords, keep it real)
- Template: The Legacy Job Description Blueprint
- Bonus: Words to use & words to lose

### 1. Job Description vs. Person Specification

**Job Description** = What the role is, what it involves, who it reports to, salary, working pattern, location.

**Person Specification** = The kind of person you're looking for – skills, values, knowledge, and experience.

*Pro tip: Don't make the person spec a wishlist for a unicorn. Be real about what's essential vs. desirable.*



### 2. Structure That Makes Sense

Here's a clean flow that respects your reader's time:

- About Us: Your mission, vibe, and who you serve. 2–3 sentences max.
- The Role: What's the purpose of this role? What impact does it have?
- Key Responsibilities: 5–8 bullet points, grouped if helpful.
- About You: Core skills, values, and lived experience that matter.
- Practical Info: Salary, contract type, location, hours, benefits.
- How to Apply: Be clear and kind. Outline the process and timelines.

### 3. Inclusive, Human-First Language

Avoid:

- "Fast-paced environment" (code for burnout)
- "Must have X years" (skills > time served)
- Gendered language ("strong leader" = often masculine-coded)

Instead:

- "We're looking for someone who..."
- "We welcome applications from people with lived experience of..."
- "We value potential as well as experience."



## THE LEGACY JD TEMPLATE

### 4. HELPING CHARITIES WRITE JOB ADS THAT ATTRACT THE RIGHT HUMANS, NOT JUST ANYONE WITH A CV

#### [Job Title]

Location: [City/Hybrid/Remote]

Salary: [£XX,XXX – £XX,XXX]

Contract: [Permanent/Fixed-Term, Full-time/Part-time]

#### About Us:

[Charity Name] is on a mission to [insert your charity's mission in plain, powerful language e.g., "end youth homelessness," "support families facing cancer," or "make clean energy accessible across Africa."]

We're a small but mighty team, deeply committed to making a difference. We believe in collaboration, kindness, and creating impact that lasts.

#### About the Role:

We're looking for a passionate, purpose-driven [Job Title] to join us at an exciting time. This is your chance to [insert the purpose of the role, e.g., "build transformational relationships with funders," "lead community campaigns," "take our storytelling to the next level."]

You'll be working closely with [key stakeholders or team] to make sure [the bigger goal is achieved].

#### Key Responsibilities:

- (Think "impact areas" not just tasks. Be human. Be specific.)
- Build strong relationships with [donors/communities/partners]
- Lead on [project/initiative] from idea to delivery
- Collaborate with [teams or departments] to [achieve goal]
- Measure and celebrate success along the way

#### What We're Looking For:

We know that not everyone ticks every box and that's okay. If you believe in our cause and have the potential to thrive in this role, we want to hear from you.

- Experience in [area – e.g., community fundraising, managing partnerships]
- Strong communication skills (written and verbal)
- Ability to work independently and as part of a team
- Alignment with our values of [e.g., equity, care, integrity]

#### What We Offer:

A supportive, inclusive team culture

- Flexible working arrangements
- Opportunities to learn, grow and lead
- [Any extra benefits/perks]

## How to Apply:

Click [\[here\]](#) to apply or email [\[recruitment@charity.org\]](mailto:recruitment@charity.org) with your CV and a short statement (written or video – your choice!) about why you're interested. We're reviewing applications as they come in, so don't wait too long.

## Need support to apply?

We're committed to equity. If you have access needs or require adjustments, just let us know we're here to make the process work for you.

*Template created by Legacy Group Consultancy – building values-led teams for the charity sector.*

## 5. Words to Use / Words to Lose

### Use this

Purpose driven  
Lived experience  
Compassionate communicator  
Collaborative team player  
Flexible, team player

### Not this

Results driven  
Proven track record  
Excellent interpersonal skills  
Works well under pressure  
Self-starter

### Bonus tip:

- Always include salary.
- Transparency builds trust and removes barriers, especially for women and candidates of colour.



## SECTION 2: WHERE TO ADVERTISE AND WHY IT MATTERS



Let's reframe this:

Recruitment is outreach.

It's brand-building.

It's how you speak to the people who don't know yet that you're exactly what they've been looking for.

So the question isn't "Where can we list this for cheap?"

It's "Where do our dream candidates hang out, and how do we get on their radar?"

### 1. Know your audience

Before you post anything, ask:

- Are we targeting early-career or experienced?
- Do they need specific sector knowledge (e.g. fundraising)?
- Are we trying to diversify our talent pool?

Each platform attracts a different vibe. Choose wisely.

### 2. Platforms that work

Here's the Legacy Guide to Ethical & Effective Job Boards:

Platform	Best For	Notes
CharityJob	Fundraising, comms, management roles	Biggest in the sector — but saturated. Write standout ads.
CharityJob's "Early Careers" section	Entry-level and support roles	Great for junior roles like Supporter Care.
Guardian Jobs	Senior, policy, leadership, DEI-sensitive candidates	Pricey, but <u>high-visibility</u> for serious roles.
LinkedIn	Corporate, major gifts, digital	Use network power + job ads. Paid options available.
Third Sector Jobs	Sector-specific and senior-level roles	Good reach within fundraising circles.
Legacy Group Candidate Network (👉 us!)	Specialist fundraising talent pool	Let us help target, pre-screen, and amplify to the right people.
Indeed	Volume + casual scrolls	Use for admin roles but be selective.

### 3. Don't forget organic reach:

Some of the best candidates aren't job hunting... yet. They need to feel drawn in.

So:

- Post on your organisation's socials (not just the careers page!)
- Use staff testimonials: "What I love about working here..."
- Share through community networks (especially if you want to reach diverse or faith-based audiences)
- **Tag Legacy - we'll reshare to nearly 11K followers on LinkedIn**

### 4. Where people go wrong:

- Copy/paste job ads across 10 platforms with no tailoring
- No salary = no engagement
- Only using traditional sites = same candidate pool again & again

*Let's do better than that.*



#### ***Legacy Wisdom Drop:***

*The quality of your applicants often reflects the intention behind your reach.*

*Put care in = get care back.*

## SECTION 3: SHORTLISTING & SELECTION - THAT'S FAIR, FAST AND HUMAN

### First things first: Define what "good" looks like

Before you even post the job, agree on:

- What are the non-negotiables? (skills, experience, values)
- What's trainable vs what's essential?
- How are you measuring potential, not just polish?

*Top Tip: Build a scoring matrix for applications. Keep it simple but objective*



### 1. Keep it fair: unconscious bias is real

Even with the best intentions, bias creeps in. Here's how to fight back:

- Anonymised shortlisting (remove names, locations, education if possible)
- Diverse panels – even for the screening stage
- Score against criteria, not vibes. (Vibes are for TikTok, not hiring. Okay maybe both.)

💡 Use this sample scoring matrix:

Criteria	Max Points
Relevant experience	10
Evidence of impact	10
Alignment with mission	5
Clear communication	5
Bonus: lived experience	5



## 2. Fast doesn't mean rushed

Great candidates don't hang around. If your process takes 4 weeks to send a "thanks but no thanks"... you're losing them.

Tips for a quick, smooth process:

- Block out interview slots in advance
- Pre-draft rejection emails for different stages
- Assign one lead person for comms – keep it human, keep it kind

## 3. Make it human: the Legacy way

- A warm, personal email goes a long way
- Give feedback – even if it's short
- Acknowledge when someone clearly cared (especially those handwritten cover letters that smell like hope)

### Bonus: Things we believe in at Legacy

- Second-chance hiring
- Lived experience is expertise
- Neuroinclusive hiring practices
- Transparency builds trust



### Legacy Wisdom Drop:

The right candidate doesn't need to be "perfect" they need to be seen with clarity and care.

## SECTION 4: INTERVIEWING - MAKING THE EXPERIENCE COUNT

### 1. Start with intention

Every interview should answer 3 questions for both parties:

- Can we work together?
- Can we grow together?
- Do our values align?

*Tip: Share your mission + vibe upfront – people work for people, not job specs.*



### 2. Structure saves stress

Consistency is queen. Keep it fair by:

- Asking the **same core questions** to all candidates
- Mixing in **values-based** and **competency-based** questions
- Giving space for candidates to shine (not just survive)

Sample structure:

1. Welcome + intro
2. Overview of the role + org
3. Questions (STAR-style or situational)
4. Candidate questions
5. Next steps



### 3. Be human, not a hiring robot

Recruitment should feel like connection, not scrutiny. That means:

- Smiling (yes, even on Zoom)
- Taking a moment to check in with nerves
- Letting them know it's okay to pause and think

**Tip: Interviewing is a skill that needs training – not everyone's naturally good at it. Invest in upskilling your team.**



### 4. The STAR method – but make it real



Encourage candidates to use:

- Situation: What was going on?
- Task: What needed to be done?
- Action: What did you do?
- Result: What changed?

Probe with follow-ups like:

- "What would you do differently now?"
- "What did you learn from that?"



## 5. Create a positive exit, no matter the outcome

Every candidate should leave:

- Knowing what to expect next
- Feeling seen + respected
- With the door open for future roles

Send a follow-up message, even if it's a no. You never know when paths will cross again.



### Bonus: The Legacy Interview Ethos

- Interviews are about people, not perfection
- We hold space, not power
- We're building relationships, not just filling roles

### Legacy Truth Bomb:

You're not just assessing a person, you're welcoming a future teammate, advocate, and storyteller of your mission.

## SECTION 5: OFFERS, ONBOARDING & KEEPING THEM ENGAGED

Welcome isn't a word – it's a feeling.



### 1. The Offer – Don't Drop the Energy

When it's time to make the offer, keep it warm, personal and clear.

This is a moment, celebrate it!

Include:

- Salary + benefits breakdown
- Start date and key logistics
- Who they'll hear from next
- Something personal "We're excited to have you join our mission to..."



**Tip: Be quick. Delays between offer and contract can create doubt or attract counter-offers.**

### 2. Onboarding = Culture in Action

You've got their "yes" now you have to earn their trust.

Good onboarding:



- Starts before day one (welcome email, check-in call, maybe a personalised package with notebook and pen)
- Maps out their first week/month
- Introduces them to team culture, not just policies
- Create an onboarding buddy system especially for remote/hybrid teams. No one should feel like a ghost employee ☺



### 3. Embed Belonging from Day One

This is where equity, inclusion and wellbeing meet your brand.

Ask:

- What does a safe, supported workplace look like for you?
- What's your working style?
- Any access needs we should know about?

Make space. Hold space. Keep that space.

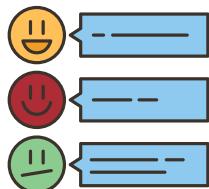
### 4. The First 90 Days – Planting Roots

This is where performance meets purpose.



Set goals but also ask:

- Are you enjoying the work?
- Are you feeling part of the team?
- What's surprised you about the role or organisation?
- **Listen. Respond. Show them they're heard.**



### 5. Retention is Re-Recruitment

Retention isn't perks – it's people feeling:

- Valued
- Stretched
- Aligned

Keep checking in. Keep offering growth. And don't just celebrate when they join, celebrate who they become.



#### Legacy Mantra:

A strong start leads to lasting impact.  
Onboarding isn't admin – it's alchemy

## SECTION 6: BUILDING A CULTURE OF RECRUITMENT

### 1. Think Beyond the Vacancy

Don't wait until someone leaves or funding lands to hit panic mode.

Recruitment done right is:

- Future-focused
- Rooted in your mission
- Always on your radar (even if you're not hiring right now)

Start asking:

- What kind of talent will help us grow sustainably?
- Where are we under-represented or over-stretched?



### 2. Recruitment is Everyone's Business

Yep. Even if it sits with the hiring manager or HR lead.

Involve the team:

- Get feedback from staff on what's missing or needed in a role
- Include diverse voices in your interview panels
- Let people see themselves in the organisation across the board

Diverse hiring starts with inclusive thinking, not just inclusive policies

### 3. Talk About Culture, Not Just Roles

Let your values show up in how you hire, not just what you write in the JD.

Example:

- Do you value transparency? Show it in how you communicate timelines and feedback.
- Do you value care? Reflect it in your candidate experience.

People remember how you made them feel – not just the outcome.



### 4. Review, Reflect, Refine

Keep recruitment agile. After each process, ask:

- What went well?
- What felt clunky?
- Did we reach who we wanted to?

Data + stories = your improvement compass



### 5. Build Internal Confidence

Your recruitment culture is only as strong as your confidence in doing it well.

- Train hiring managers.
- Upskill line leads.
- Get comfy talking about bias, access, and expectations.

**Because good process protects good people.**

## AND FINALLY IN CONCLUSION: WHY LEGACY MATTERS

The Legacy Guide to Charity Recruitment wasn't written just to tick boxes or streamline a hiring process. It was created with something far deeper in mind: to reflect the care, purpose, and passion that sits at the heart of our sector and to help small charities find and nurture the fundraising talent they deserve.

Because for me, Legacy is more than a business name. It's a belief. A belief that the right people, in the right roles, can change the world.

I love this sector because it's built on heart. On people who wake up every day asking, "How can I make a difference today?"

And that kind of work (fundraising in particular) isn't just a job. It's a calling. It's purposeful, it's powerful, and it's deeply human.

I'm driven by the idea that more people from all walks of life should see fundraising as a career worth building. A path that's challenging, yes, but rich in meaning, community, and impact.

Through Legacy Group Consultancy, I'm here to make recruitment feel less transactional and more transformational. To help charities hire with confidence. To help candidates step into careers that matter. And to do it all with integrity, intention, and a little mischief along the way.

So whether you're hiring your first fundraiser or growing a whole team, I hope this guide becomes part of your legacy, too.

With heart,  
**Seema Choudhury**  
**Founder, Legacy Group Consultancy**



# CONTACT US

If you would like further information or any help with your recruitment needs, get in touch with us.

