

# RELAUNCHING A CAMPAIGN

## SOME THINGS TO CONSIDER FOLLOWING AN UNSUCCESSFUL HEADSHIP APPOINTMENT:

### Testing expectations

It might be helpful to reflect on your expectations for the appointment. What was the gap between the candidates you engaged with (if any) and where you wanted to be? How did you test that? Do you have a sense of whether your opportunity stood out amongst others competing for similar level candidates? Is the salary you are offering commensurate with the calibre of candidate you are seeking?

### Making the pitch

School leadership recruitment is seasonal and highly competitive. Quality candidates will have a choice of several roles, so how your vacancy is presented will directly affect who you attract. Was there anything else you can do to improve this next time? There's often a natural inclination to talk about achievements to date, particularly if a much-loved leader is leaving. The best candidates however will want to hear about your plans for the future and what the opportunity is for growth and improvement.

### Campaign intelligence

Did you have any way of tracking the impact of your campaign throughout? At a basic level you have probably had some conversations with interested candidates – but do you have a sense of the overall levels of interest and engagement? How many prospective candidates looked at your advert and recruitment pack? Was anyone interested who chose not to apply late in the process? Do you know why?

### Removing barriers

As well as data from the campaign, is there anything you can do next time to manage the candidate relationships more effectively? Small things can make a difference. Was someone on hand to speak with candidates to address any concerns and answer questions? Were you flexible on school visits to accommodate busy candidates? Were there any star candidates who dropped out for factors you could have controlled – e.g. struggling with an interview date.

### Reaching the right audience

Every recruitment campaign needs to reach the right target market. Could have done anything to improve this? Selecting the right advertising strategy, using social media smartly and speaking to colleagues in your professional network can all help. It's time consuming and difficult for governors to reach out directly to prospective candidates, but headhunting can play a complimentary role.

