

6 STEPS TO EFFECTIVE RECRUITMENT



1. Identify the Vacancy

Determine if there is a vacancy and what kind of a vacancy it is. The type of vacancy will influence recruitment strategies; for example, consider the reason for the vacancy and whether the vacancy is full time, part time, temporary, permanent, or contract.

Before trying to fill a vacancy, you may wish to investigate alternatives for filling the vacancy. For example, does this represent a growth opportunity for an existing employee? Is there an opportunity to change processes to improve the way the company is currently doing business?

Once a vacancy is determined and the decision is made to recruit, the company's next decision is to choose between conducting the recruitment and selection process on its own



or engaging the services of an external human resources consultant.

2. Create/Update the Job Description/Post

The job description is the most important recruitment and selection tool and therefore

it must be very clear about the qualifications and responsibilities required by the job. A well-written job description is the basis of the selection decision and will save the company valuable time and resources in both the short- and long-term.

When writing or updating a job description, reflect carefully on why each criteria is considered a requirement or an asset of the position since these will shape the type and number of applicants who respond to the job posting. Keep in mind that with each requirement that you add to the job description, you are decreasing the number of potential applicants.

Furthermore, the more experience and education you demand, the higher the salary expectations of the candidate.

Finally, it is important to make sure that your job description does not discriminate against applicants on the basis of a prohibited ground such as race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.

Job descriptions/posts should identify key information about a position and may include the following:

- Name of hiring company, logo, web address, and brief description of company
- Job title
- Purpose of the job and why it exists
- Duties and responsibilities
- General and specific accountabilities
- Working conditions
- Required qualifications (e.g. knowledge, skills, abilities, education, experience)
- Qualifications considered to be assets to the position
- Hours and location of work
- Remuneration and benefits

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- Application procedures (e.g. contact person, directions, and deadline for application)

3. Post the Position

The following tips will help you to prepare for advertising the position:

- Consider your company's available resources (time & money), overall business strategy, and anticipated level of difficulty filling the position as part of your advertising strategy.
- Spend your time and money on advertising in sources where you are going to get the largest response rate of suitable candidates. And remember: while finding the right type of candidate is more important than the number of applicants who apply, it is wise to advertise in more than one source. It is important to consider recruitment strategies and resources that will reach equity groups; for example, publications, media, and employment services that are targeted to these audiences.
- Once the job description is complete and approved for posting, the next step is to advertise the position. Select only those advertising sources which have the potential of attracting the most suitable candidates for the position you are advertising. Keep diversity and inclusion in mind.

The following is a list of possible advertising sources:

- Internal company advertising, website, and job fair
- Employee referrals
- Professional networking

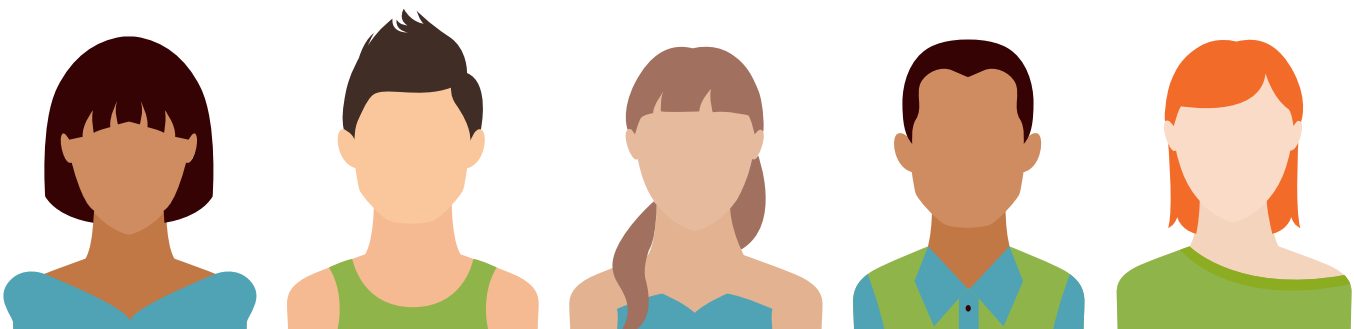
- Social Media such as LinkedIn, Twitter and Facebook
- Community newspaper classifieds
- Trade magazines or newspapers
- Professional search firms
- Temp agencies
- Internet job sites (free and fee-based websites available)
- Association websites/publications for specific skills or professions
- Educational institutions: career services, job fairs, co-op placement offices
- Government employment service providers, e.g. Ontario Works, Job Connect, etc.
- Community employment services providers
- Signage, e.g. window, point of purchase, or lawn signs

Selection

Throughout the selection process it is extremely important to track why and how decisions about applications and candidates are made. Be sure that all criteria and predictors (such as tests) are valid, reliable, and legal. Keeping records of all documents and information collected throughout the recruitment and selection process (minimum 1 year) will protect your company against legal or procedural challenges to the process, e.g. why some applications were screened in and others were screened out, or why one candidate was selected for an interview over another candidate.

4. Accept Applications

To help you manage incoming job applications, record the date each application arrives, from



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whom, and whether the application is complete. Develop a list of screening criteria based on the advertised job description and scan the applications looking for candidates who meet these criteria. Organize the applications into three separate categories:

- Yes. This candidate meets all or most of the screening criteria
- Maybe. This candidate meets some of the screening criteria
- No. This candidate meets too few or none of the screening criteria

Once you have divided the applications into these three categories, review the applications from the strongest candidates (the “Yes” category) more closely and note the outstanding strengths and weaknesses of each. Pay particular attention to gaps in information or points you would like clarified.

Create a shortlist of those candidates who seem to be an especially good fit for the advertised position. Using your shortlist of the most qualified candidates, rank each from strongest to weakest with 1 being the strongest candidate, 2 being the next strongest, and so on. This ranking system determines the candidates you will interview. Be careful not to mark up the applicant’s resume; use post it notes or separate notes instead. The resume is part of what you need to keep on file in event of a legal challenge in the future.

5. Complete the Selection Process

You have now created a list of candidates that you consider qualified and worthy of further consideration and you are ready for the next step: selection.

Organizations who report a highly successful selection process recommend the following selection practices:

- Behaviour-based interviews



- Training and experience evaluations
- Ability tests
- Biographical data
- Motivational inventories

Telephone Interviews

You can conduct pre-screening of candidates through a telephone interview prior to an in-person interview. This screening phase performs two functions: it helps to reduce the number of candidates moving forward to the interview stage and it also provides an opportunity to ask questions raised by the resume.

Tips:

- Arrange a convenient time for an interview with the candidate
- Ask the same questions of each candidate and write notes of the responses
- Clarify any inconsistencies or flags in the resume
- Discuss the culture of your organization
- Inform candidates of the next step in the process
- Re-rank the candidates when you have completed all of the telephone interviews

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In-Person Interviews

Interviewing candidates will help you to look beyond the resume to determine if the applicant has the best fit of skills and qualities for both the position and your company.

Focusing on person-organization fit is equally as important as person-job fit.

Tips:

- Behavioural type interview questions are considered to be the most effective way to evaluate a candidate. This type of question begins with “Tell me about a time when...” and should elicit information about how a candidate deals with workplace situations and job-related challenges.
- Determine the type of interview. You should always have at least two people from the organization present; one to ask questions and one to record answers. These roles can be alternated. Advise the candidate if there will be more than two people, i.e. if you will be conducting a panel interview.
- Explain to the candidate the recruitment process so they know what to expect. Let them know how long the interview is going to be, if questions are going to be rotated and when they can ask questions, i.e. at any time to clarify understanding. Try to put the candidate at ease. Remember interviewing is about helping them be the best they can be in the interview.
- Provide a realistic overview of the job to ensure each candidate is fully aware of the job expectations and to give the candidate the opportunity to withdraw from consideration if she/he feels it is not a good fit.
- Include the immediate supervisor in the hiring decision and you may wish to include co-workers who will be working closely with the new employee. Panel interviews lessen the possibility of any biases and encourages rich discussion with differing opinions about the candidate. You are more likely to make a “good” hire.
- Show interest in the candidate even if

you decide during the interview that the candidate is not suitable.

- Listen carefully to what candidates say and note the questions that the candidate does not adequately answer.

Employment Testing

Employment testing provides an objective basis for comparison between candidates. Testing must be job- related and it can be conducted before, after, or in conjunction with an interview. Preferred testing addresses job-related knowledge and/or skills. Personality and psychological testing are the most inconsistent and often most questionable types of testing. Regardless of the type of testing you choose, make sure that it is valid and reliable.

Candidate results on employment tests should be consistent when the same candidate takes a test more than once. Finally, the test must not discriminate against the candidate on the basis of a prohibited ground (see link in HR Tool kit for more information).

There are typically four types of tests:

1. Personality tests determine how an applicant will behave and perform in various situations.
2. Aptitude/Ability tests measure how well an applicant performs job-related tasks
3. Performance tests measure an applicant's performance of actual on-the-job tasks.
4. Computer tests measure an applicant's ability to complete tasks using job-related software.

Reference Checking

Reference checking confirms that the information provided by the candidate in the cover letter, resume, interview, and testing can be corroborated. The references provided by the candidate are most likely people that the candidate trusts to give a positive review so it is important to consider the reference check as only one aspect of the selection process.

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Ask the candidate for a minimum of three business references from former colleagues or supervisors who are familiar with the candidate's work. Do not accept references from the candidate's friends, family, or acquaintances. Associates from a volunteer or community position may be a source of references for someone who cannot provide business references.

Ask for these references at the end of the interview or post-interview if you need time to consider which candidates you are considering for the position.

Tips:

- Conduct the reference checks over the phone. Ask direct questions about job-related behaviour and skills. Listen for signs of hesitation in the responses to your questions.
- Consider the services of an HR professional or agency with expertise in conducting reference checks.

6. Create & Deliver Offer of Employment

It is now time to evaluate all of the information you have gathered from the candidates you are considering. Determine the top one or two candidates based on the facts and information you have collected.

Decide on the terms and conditions of employment. Within these terms and conditions, identify which are firm and which have some flexibility if you need to improve your offer.

Begin by making a verbal offer followed by a written offer. The offer/employment contract should include the following: title, start date, salary, benefits, reporting relationship, date of expiry (if applicable), compensation including bonuses, paid statutory holidays, benefits, probationary period, performance expectations,

confidentiality clause, termination clause and conflict of interest (if applicable). During the verbal offer let them know what to expect on the first day. For example, parking, dress code, if they need to bring a lunch etc...

After your selected candidate has signed the offer of employment, notify all other interviewees that they were not selected and thank them for their interest. Ending the selection process on a positive note makes good business sense because you never know when an unsuccessful candidate may be the perfect fit for another job opening. It also speaks to your brand and who you are as an organization.

If an unsuccessful candidate requests feedback, inform them that another candidate matched the qualifications more closely. It is advisable to keep records of all unsuccessful applicants' information in the event of potential challenge to the hiring decision.