

# RECRUITMENT AND RETENTION FOR SMALL-TO-MEDIUM EMPLOYERS

## USER GUIDE





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## ACKNOWLEDGEMENTS

The Workforce Development Board would like to acknowledge the efforts of Matthew Savino, Managing Partner and Senior Consultant, Savino Human Resources Partners who was hired to update and revise this User Guide.

The Workforce Development Board would also like to thank our community partners for their dedicated support of the work that we do to provide our region with local labour market information that informs workforce development initiatives.

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Published: January 2023

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This Employment Ontario project has been funded in part by the Government of Canada and the Government of Ontario.

Workforce Development Board

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# 1

## Part One: A Step-by-Step Guide to Hiring the Best Candidates

Before a job posting can be created, it is important to sit down with the Hiring Manager (as well as any other parties who will be involved in the decision-making process). This is your “Recruiting Team”. The purpose of this meeting is to confirm the exact job functions and expectations for the role, so that a detailed job description can be created or revised.

At this meeting, the recruiting team must also confirm the timeline and execution strategy for the recruiting process. This is an opportunity to ensure that everyone is on the same page before the actual search begins. Don’t forget to bring the Job Description Checklist included in Step Two!

### **Step One: Meet with the Hiring Manager**

By “Hiring Manager,” we mean the person to whom the new employee will be reporting. For many small-to-medium enterprises (SMEs), there may not be a management structure. If you are the one conducting the search directly, you can move on to Step Two.

### **Step Two: Prepare the Job Description**

Writing an accurate job description that is detailed without being overly “wordy” is a vital element to finding the right candidate. Remember that this job description will also form the basis of the posting that goes out to the public, so it needs to be as precise as possible to ensure it attracts respondents with the appropriate skill set. Job descriptions are also foundational to other HR and organizational practices, so it is beneficial to invest time in this process up front.

Before you can write the job description you need to go through a critical process to evaluate the job and define its accountabilities. The following checklist will support your development of a complete job description.

### **Define Knowledge, Skill, and Ability (KSA)**

We've included a Job Description Questionnaire in the Appendices (Page 29) to support your review, but here is a list of questions to help you define the KSAs required by your job:

- What does the individual need to know to be successful on the job?
- Are there special skills, credentials, licenses or other certifications required to perform the job?
- Can the knowledge, skill or ability be attained through formal education or experience (or both)?
- How often must the expertise be utilized?
- What is the pay range for the position, including benefits?

### **Determine Results and Accountability**

Start by looking at what deliverables or outcomes are expected from the job. What end results will be achieved? (Products produced, services delivered, and so on). Focus on identifying four to six major deliverables the position is accountable for, rather than doing a complete inventory of every task the position may attend to in a given day. We are looking at the "big rocks" that must be moved.

- Is the person a sole contributor in your organization? Do other staff report to this job? Who in your organization is this position accountable to?
- Do they provide direction to other staff, take orders, share in decision-making, or are they required to make decisions independently?
- Does the job have responsibility for managing a budget or financial decisions? If so, what are these parameters?
- Are there financial or other consequences that may occur based on a decision made by the employee? Is the magnitude of that result small or large compared to the overall organization?
- What types of challenges does the position face, and how complex are they?
- Finally, think about how the job applies the knowledge, skills, and abilities you identified under Step Two to make decisions, solve problems, and produce results.



## **Environmental Conditions**

What type of environment does this position work within: an office setting, outdoors, an industrial plant, retail, remote work/home office? Is it dirty, dusty, loud, quiet, isolated?

Are certain working conditions potentially hazardous or undesirable (but still required in the job)?

Is (extended) travel required? Describe the environmental conditions the job operates within and how frequently these conditions are encountered (continually, frequently, occasionally, infrequently)?

## **Physical, Mental and Sensory Efforts**

Under this category, evaluate the amount of physical effort required to do the work, for example: lifting, or other strenuous effort. If the role is fairly sedentary, evaluate whether the position requires sitting, standing or typing for long periods of time, and state this. What are the intensity and duration of these efforts: constant, occasional, infrequent?

You also want to evaluate to what extent focused mental effort is required to perform tasks and whether other stressors exist in the workplace, for example: difficult interactions with customers, or negotiations with suppliers. What is the expected frequency of these stressors? Likewise, if the work is repetitive and highly routine, you will also want to mention it here.

A Sample Job Description and a Job Description Questionnaire tool to help you build your job description are included in the Appendices (Page 40).

In addition to our job description tool, the Government of Canada also offers an excellent resource that can provide you with a ready-made job description template, which you can further customize to your situation, through the NOC system mentioned below.

## **How to use the National Occupational Classification (NOC) System When Creating a Job Description**

If you've never written a job description (or if the role is a new position), consulting the NOC system provided by the Government of Canada can be a good place to start. Regionally, we also have an excellent resource for labour market information on the Workforce Development Board's (WDB) website <https://www.wdb.ca/labour-market-information-101/> and WDB's on demand Labour Market Information (LMI) Help Desk service at [helpdesk@wdb.ca](mailto:helpdesk@wdb.ca).

In addition to following the guidelines detailed earlier in Step Two, it may also be helpful to review the NOC Tables ([esdc.gc.ca](https://www.esdc.gc.ca)) and information about the NOC update [NOC 2021 Update](#).

Theoretically, the NOC covers all occupations found in the Canadian labour market and provides generic descriptions by job title based on research and interviews with workers, employers and field specialists.

Keep in mind that the NOC job descriptions are very generalized and meant only to be used as a starting point. You may combine information from different NOC descriptions to better identify the job performed by your employees, especially if positions in your company have tasks that span more than one occupational classification.

### **Step Three: Job Evaluation - Getting Your Compensation Right**

Hopefully you're in a position to offer an engaging work environment in a growing industry, or perhaps in a sector that provides much needed social services in your community. Whether this is the case or not, you will need to ensure that your compensation package is competitive to attract suitable candidates.

It also has to be a package that is within your means, and this may require a larger business discussion to ensure that the mix of pay, benefits, retirement savings plan, professional development, incentives and other "perks" are feasible, and needed, to engage and retain the talent you are looking for. You may be in a position to offer some of these compensation elements, and not others. You must research your marketplace to determine what competitors and peer organizations are offering to new hires and existing staff.

You may already have a sense of this – or you may be able to ascertain some ad hoc information through business contacts, your local Chamber of Commerce, or other regional networks. Fortunately, there are also some excellent resources you can draw on to collect this data. The best place to start is by contacting WDB's LMI Help Desk at [helpdesk@wdb.ca](mailto:helpdesk@wdb.ca) to obtain the wage data for the position for which you are recruiting.

Statistics Canada also provides relevant wage data that can be drilled into by occupation or region (or both): <https://www.jobbank.gc.ca/trend-analysis/search-wages>.

Naturally, you should ensure that you are meeting all minimum standards for wages, hours of work and other key terms and conditions of employment. If you are not sure about these basic requirements, the Ontario government provides a user-friendly guide to the Employment Standards Act to make sure you're on-side regarding all of these issues:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0>

The Ministry of Labour, Immigration, Training and Skills Development also provides information concerning minimum age requirements for young workers:

[https://www.labour.gov.on.ca/english/hs/min\\_age.php](https://www.labour.gov.on.ca/english/hs/min_age.php).

A number of websites provide wage and salary data – some free, and some for a nominal fee. Do your research before relying too heavily on this data as it may not be reliable (some provider-data is primarily based on information collected from people doing the job – not their employers – so this data may be unreliable as some respondents may 'bid-up' what they actually earn and skew results).



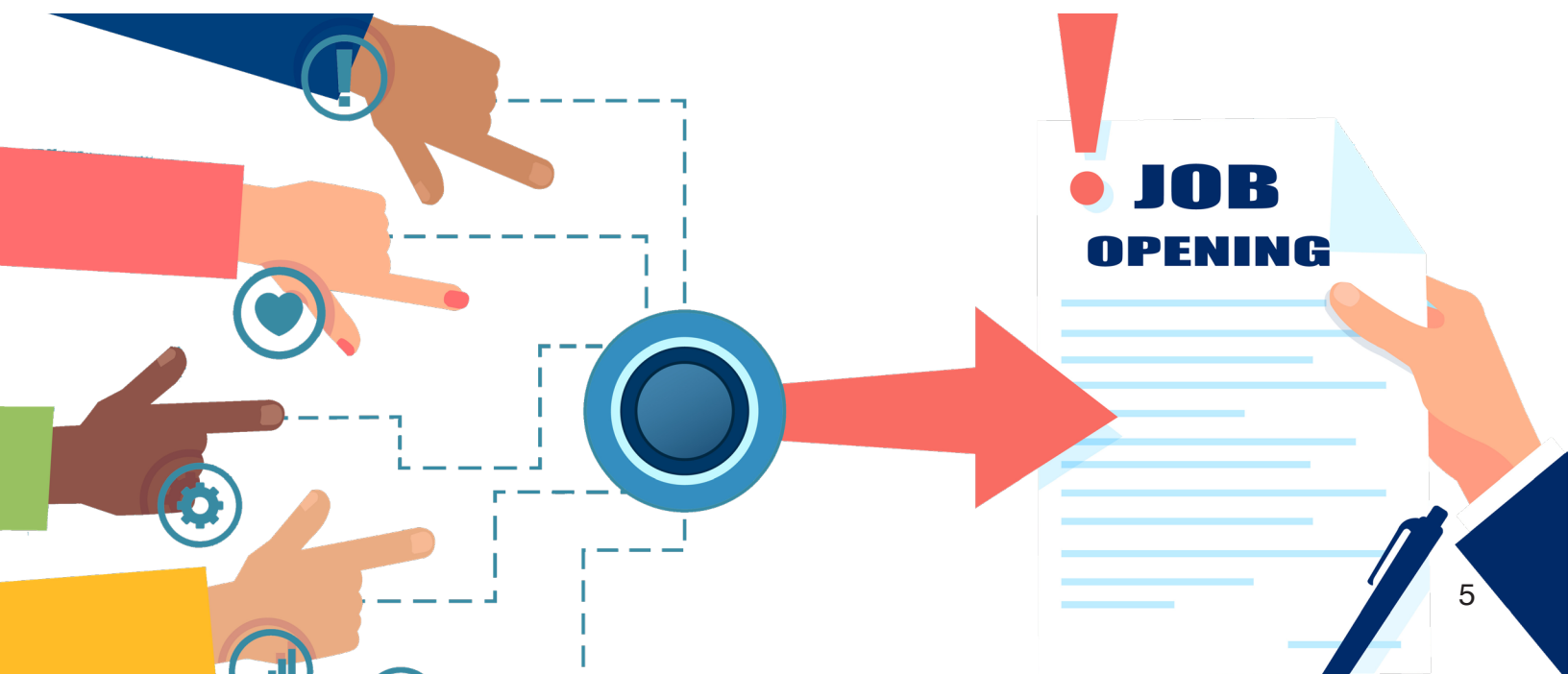
With that said, several trade and professional associations produce salary surveys for their members and although there is sometimes a cost to access this data, it tends to be very reliable and relevant information (for example, the Ontario Society of Professional Engineers, and Chartered Professional Accountants of Ontario). Some research into the industry or trade you are hiring for is worth the effort. If you're considering offering additional programs such as group health benefits, bonuses, or retirement savings plans, reviewing with a qualified consultant is recommended to ensure that you organize your programs in a competitive yet sustainable manner. The initial costs of doing so are outweighed by the potentially significant long-term costs of incorrectly structuring these incentives.

Though outside of the scope of this Guide, proper job evaluation based on the information collected through your job survey or questionnaire process is an essential HR activity to ensure that you have objectively reviewed and compared the relative value of positions within your organization. In fact, if you employ more than 10 staff, Pay Equity is a requirement that you will need to organize and implement: <https://www.payequity.gov.on.ca/en/Pages/default.aspx>

Because of the significant technical detail required to organize Pay Equity information properly, it is recommended that you initially consult with a qualified practitioner who regularly conducts job evaluations to ensure your initial set-up is prudent and can thereafter be managed in-house.

## Step Four: The Job Posting

Once you have created a comprehensive job description for the role and established your salary budget, then transitioning this into a job posting will be easy. The key to a good job posting is to include the most important aspects of the job description. However, be careful to not bog down your posting with too much detail – you can always share the more detailed, full-length job description with target candidates as a next step. Be specific about the job location, key responsibilities, and education/experience required, otherwise you will have to sort through a flood of unsuitable resumes.



# JOB POSTING CHECKLIST



## Job Title

Make sure the job title is accurate (i.e.: don't use the word "Manager" if it is not truly a managerial role, or you will be attracting overqualified candidates with inflated expectations). Also avoid being overly creative, as an eccentric job title might keep your posting from coming up in standard searches (for example, using "First Impressions Coordinator" instead of "Receptionist"). This is a good rule of thumb in general when creating your job posting - stick with common keywords that are self-explanatory.



## Why join our team?

Use an opening overview section to describe why the candidate should join your organization (include a brief description of the culture and team the candidate would join, as well as some highlights of your organization's past successes and community impact). Recruiting is much like the marketing you do for your product or service. You need to build and establish a "brand."



## What are we looking for?

This should be divided into three sections:

1. Specific accountabilities and day-to-day tasks that will be expected of the incumbent.
2. Professional and personal qualities that would be ideal; and,
3. Any education, certifications, experience, or training required for the role.



## Practical details

In order to avoid applications from people who are not willing to commute to your location, if the role requires someone to be onsite, or who are completely outside the pay scale for this role, you will save yourself a lot of time by including the following information prominently in your postings:

1. Where the job is located. Is it a remote position or hybrid position?

2. Is travel required for the position and if so, what percentage of time will be spent on travel? Does the position come with a company vehicle or is the expectation that applicants have a driver's licence and use of a reliable vehicle where mileage will be reimbursed?
3. Is the position full or part time (also include hours if appropriate)?
4. Is it a permanent job or a temporary contract?
5. Salary range and benefits (if any). Sometimes this information should remain confidential. However, you should establish salary expectations early in your screening process to avoid investing time with candidates who do not fit within your budget.



### **Avoid profiling**

Keep the job posting free of gender, race, age implications, and other potential grounds of discrimination (see Ontario Human Rights Code <http://www.ohrc.on.ca>). Not only is this not lawful, but it also doesn't make good business sense and it portrays your organization in a very poor light. Feel free to mention physical requirements of the job where there is a legitimate relationship with the work being performed, for example: if the position is for a construction labourer who must regularly move building materials, it is appropriate to include something along the lines of "must be able to lift up to 25 kg".



### **Don't "sugarcoat" the job**

A failure to disclose undesirable aspects of a role will slow down your selection process. If the incumbent might have to work nights, or travel to a remote location several times per year, the job posting should clearly state this to ensure your candidate pool understands and has taken this into account.



### **Contact information**

Include your email, physical address and website address (if you have one) so that applicants have more than one way to get in touch with you.

There are many options for where to place your posting, from local newspapers to online job boards and a host of social media options. Some good places to start, include one of the online job boards aggregated on WDB's Local Jobs Hub. Posting your ad to one of the over 45 online job boards will also result in your posting being displayed on WDB's Local Jobs Hub where it will receive increased visibility (for more information, <https://www.wdb.ca/jobs-hub-faq/>).

Local employment service providers are an excellent resource and can assist you with your recruitment needs and job postings <https://www.wdb.ca/employment-service-providers>



## OTHER RESOURCES TO INCLUDE:



**Employment Ontario:** <https://www.ontario.ca/page/jobs-and-employment>

**Job Bank:** [www.jobbank.gc.ca](http://www.jobbank.gc.ca)

Employers cannot use this website to search resumes, but this Government of Canada website is a very good place to post jobs, and there are some useful resources and planning tools for employers as well. Job postings on Job Bank are aggregated on the WDB Local Jobs Hub (<https://www.wdb.ca/jobs-hub-faq/>) and will appear on the Regional Job Listings, <https://www.wdb.ca/jobs/>. and Regional Job Map <https://www.wdb.ca/map/>.

## WEBSITES:

The government-sponsored links are a great place to start, but there are literally hundreds of other paid job boards (some of which offer free features), newspapers and other media portals. We've suggested a number of potential websites and media sources for you to consider posting your job to in the Appendices on page 29, and we also recommend that you consider local and regional newspapers in your community.

Do your research, as much as you would when considering the best source to market your product or service to reach your target audience. Think of this as an employer branding exercise. You should also look at trade and professional association websites (if that is your target audience). Many of them have a "job posting" section on their website.

If you're looking for new graduates, connect with the colleges and universities with the most relevant programs. All these institutions have proactive career services staff who focus on connecting employers with graduates (and free job posting boards). For example:

- **Trent University:** <https://www.trentu.ca/careerspace/career-services>
- **Fleming College:** <https://flemingcollege.ca/student-experience/career-services>
- **Loyalist College:** <https://www.loyalistcollege.com/current-students/student-success-services/the-career-centre/services/>
- **Durham College:** <https://durhamcollege.ca/student-life/student-services/career-development>
- **Seneca College:** <https://www.senecacollege.ca/human-resources/careers.html>

## Step Five: Initial Candidate Screening

### Objective Assessment

**Everyone has bias. As soon as you assess any person or situation, you have the potential for bias.** Unfortunately, not every job can be exclusively measured according to tangible factors such as sales targets or “number of units produced per hour.” However, before you start evaluating candidates, it is important to establish an objective mindset in your assessment of candidate information.

Diversity, equity and inclusion considerations are increasingly becoming a priority and represent an opportunity for employers to make their workplace more accessible and attractive to a wider potential candidate pool.

Though the selection process occurs over a short window of time, relatively speaking, the best way to avoid subjective bias is to ground your views in direct observations, facts, dialogue and assessment. References – themselves potentially vulnerable to the personal bias of the person offering it – can also provide an additional context. The point is to collect as much information as you can, from as many possible sources to best inform your decision.

It is important to understand the subjective-objective dichotomy and to ensure that all aspects of your recruiting system are positively grounded in objective criteria. This is a fundamental building block that often gets short shrift when a position has to be filled. As an illustration, let’s look at the following subjective statement:

***“At these levels, the stock market represents an excellent investment opportunity.”***

That’s clearly a matter of opinion and therefore subjective. Of course, we could marshal statistical evidence, trend data and other reliable sources to support this view and establish an objective basis for what is otherwise a personal opinion - but at face value, it is simply an opinion. An objective assessment of the stock market would be represented as:

*“The TSX closed yesterday at 20,680, up 100 points from the market’s previous close.”*



## Other Subjective Risks

Other subjective tendencies you should be mindful of, include:

**Personal Bias:** As it suggests, this is a subconscious tendency to more generously rate candidates who share things in common with the hiring manager (educational background, age, race, gender, interests, etc.). We must be mindful of this tendency when assessing others who may be (very) different from ourselves but who may also be top performers.

**Halo Effect:** The Halo Effect is a subtle subjective influence. It occurs when a manager associates a candidate's strengths in one area (often one important to the organization) as indicative of the employee's overall performance or worse still, causes the manager to overlook deficiencies in other key areas given the candidate's strong delivery on the things important to the manager. Remember, you're hiring based on all criteria. Avoid this tendency to translate a high level of competency in one specific area as an automatic indication of exceptional general performance or exceptional performance in several unrelated areas.

Of course, neatly organizing interview results into one category or another isn't always possible or even desirable. You will have to exercise your judgment and form an opinion about candidates. What is important is that your baseline orientation when evaluating candidates is firmly in the objective camp, not the subjective. This is basic "HR Hygiene" and the essential foundation that your team and your organization will be built upon, so it is critical that you get it right.



## Reviewing Applicants

Now that you (hopefully) have received a large number of resumes thanks to your well-crafted job posting, it is time to start contacting people. Naturally you first want to sort through these resumes and only contact those applicants who seem best qualified – at least on paper (although most applications these days will of course be electronic). However, don't be too quick to discard resumes, as you may need to revisit your “back-up pile” at a later date.

Rather than scheduling all these short-listed candidates for a personal interview, an initial “phone screen” (or phone interview) is a great way to ascertain a candidate's communication skills and overall suitability for the role.

By asking the right questions, you can determine whether or not the candidate is worth contacting for an in-person or virtual interview. In-person or virtual interviews are time consuming for applicants (and you), so some form of preliminary screening is recommended. Many online job posting boards include “pre-screening” features which can be an excellent way to filter candidates. Whether you use traditional phone screening or other technology short-cuts or a pre-interview questionnaire, it's worth developing a process that works for you to better evaluate candidates prior to having them scheduled for a personal or virtual meeting.

Given experience with pandemic conditions, if you have vaccination policies in your workplace, including job-related questions about vaccination status, as part of your pre-screening protocol is advisable (but do so carefully and after ensuring your policy has been vetted for compliance).



Aside from confirming that the candidate has the basic knowledge, experience, skills, education, and other requirements for the role, pre-screening is a good opportunity to ask some questions that will require the candidate to think on their feet and demonstrate their interpersonal skills.



The following are a few sample questions you might consider including:

1. What appeals to you about this opportunity, based on the job description?
2. What do you know about our organization?
3. If they are currently employed, why are you looking to leave your current role (or find out what they have been doing since they left their last job, as well as their reason for leaving)?
4. Was there anything you noticed on the job description that you have never done before?
5. How much experience do you have that would be directly relevant to this role?
6. Tell me about any relevant education, training and experience you have.
7. Do you prefer working independently or as part of a team? Why?
8. How well do you work under pressure or tight deadlines?
9. What are your long-term goals or career plans?

Finally, it is recommended that you tactfully ask the candidate about their salary expectations at this stage of the process (this is particularly important if you did not include a salary range in the job posting). It does not make sense to advance a candidate through your recruiting process only to discover that you are on a completely different page in terms of compensation expectations.



## Step Six: On-Site or Virtual Interview Checklist

After completing the pre-screen phase, you will have a focused list of candidates who are well suited for next-step interviews. These more formal, in-depth interviews sometimes are broken down into multiple parts, depending on the size and scope of the organization. There might be several interviews that include key staff members. Regardless of how many times candidates are interviewed, whether in-person or virtual, it is important to be prepared with appropriate materials and to have a structured review system in place that objectively and consistently evaluates each candidate's suitability for the role.



**The following checklist will help everyone involved in the interview process to be prepared:**

**01** | Prior to the interview, ensure that each candidate has received an email (or other communications) which includes details about the meeting location—virtual or in-person, who they will be meeting with, what they need to bring (if anything), who they should ask for on arrival, and approximately how long the meeting will take. It is advisable to ask candidates to provide a list of potential references. In fact, some employers prefer to confirm reference information in advance of personal interviews, though it is more common to do so after you have narrowed your candidate pool to a group of finalists.

For a sample Reference Check Consent Form see the Appendices (Page 40).

**02** | In advance of the interview, provide each participating interviewer with electronic copies of the candidate's resume, notes from their preliminary phone screen, or any other preliminary screening assessments, and any other relevant information collected through your process.

**03** | If the interview is in-person, it is a nice gesture to have a package waiting for the candidate at the interview site. This might include providing water, promotional materials with the organization's logo, a brochure and/or a printed copy of the organization's history. You want to position yourself as an employer of choice, especially if you're competing for scarce skills. A few simple gestures like these will ensure you stand out from the average employer.

**04** | Many employers are using video-conferencing technology to conduct initial 'personal' interviews. These mediums are convenient for both candidates and employers; however, the same care should be taken as would be the case for an in-person interview. Ensure your technology, internet connection, and the background you are presenting from are working and professional. First impressions have an impact regardless of the medium.

## Step Seven: The Interview Guide

There will be some repetition here of the questions asked during the phone screen, but that should be intentional, and it is important to make note of whether a candidate answers some questions differently than they did originally. This is an opportunity to verify information. Consistency in their responses will improve the reliability of that information. The on-site or virtual interview is also intended to delve deeper and ascertain whether a candidate has the behavioural and interpersonal characteristics required for them to be a fit with your organizational culture.

### Candidate Questions

The types of questions candidates ask will also reveal information about their interests and motivation, and it's a good opportunity to separate those candidates who come to the interview prepared and well researched from those who are more passive and perhaps not as interested.

You will also want to open the interview by giving the candidate a chance to ask any questions they might have about the organization or opportunity. Remember that the interview process is a mutual exchange. You want to ensure that the candidate is informed about the position, and that you are presenting the role in a realistic yet positive light.

**Tailor your questions to the key deliverables, experiences and accountabilities established in your job description. Other sample questions may include:**

1. Why do you want to work for this company? Why are you interested in this job?
2. What do you feel you could bring to this role that might set you apart from other candidates?
3. Why did you choose this line of work?
4. How would you describe your last employer?
5. What did you like about your last job?
6. Why did you leave your last position or why are you looking for a new opportunity (if they are still employed)?
7. What are you most passionate about in the work you do?
8. How is success measured in your current role?
9. Give me an example of an area you feel you could improve in.
10. What motivates you?
11. What do you feel are your greatest strengths? What do you feel are areas for further development? Would previous managers / clients / coworkers / customers observe the same things about you, or something different?
12. Where do you see yourself 3-5 years from now?
13. Do you have any other skills or experiences that we have not discussed?
14. When would you be available to start a new position, should an offer be made?

## Behavioural Interview Questions:

Your pre-screening efforts should properly qualify whether candidates have the basic technical skills, certifications, knowledge, and experience needed. The standard introductory interview questions we have presented so far are asked in many selection processes. It is now time to drill down into suitability and “fit.” You need to include questions that will give you insight into how a candidate would perform or react in actual workplace situations. Behaviour-based or situational interview questions are critical and relevant to every recruiting process. It is, however, important to use the same questions for each candidate, for the sake of ensuring consistency.

For example, a behavioural-based interview question for a receptionist at a youth centre might be: *“A client presents at the office in an agitated manner, demanding to see one of the counsellors. They don’t have an appointment. How would you handle this situation?”*

There isn’t a standard “right or wrong” answer to a situational question. Each candidate may have a different approach. You are looking to evaluate their ability to logically address the issue and present a workable solution.

## Preparing Your Interview Guide

Prepare your candidate interview guide using a combination of questions from the pool of questions mentioned above. Tailor your guide to the key KSAs you’ve identified in your prepared job posting. Further complement this group of questions with relevant behaviour-based interview questions that reflect real-time challenges that are likely to be encountered in the role. Standardize this approach and apply it to each candidate meeting.

For a sample Interview Guide, see the Appendices (Page 40).

## Questions to Avoid

What Employers and Recruiters should never ask in an interview:

Now that you have some specific guidelines for appropriate questions to ask during an interview, it is equally important to know what you should never ask. Sometimes candidates may volunteer information about themselves over the course of your discussion, however, be careful to not broach or base your selection process on any of the following topics:

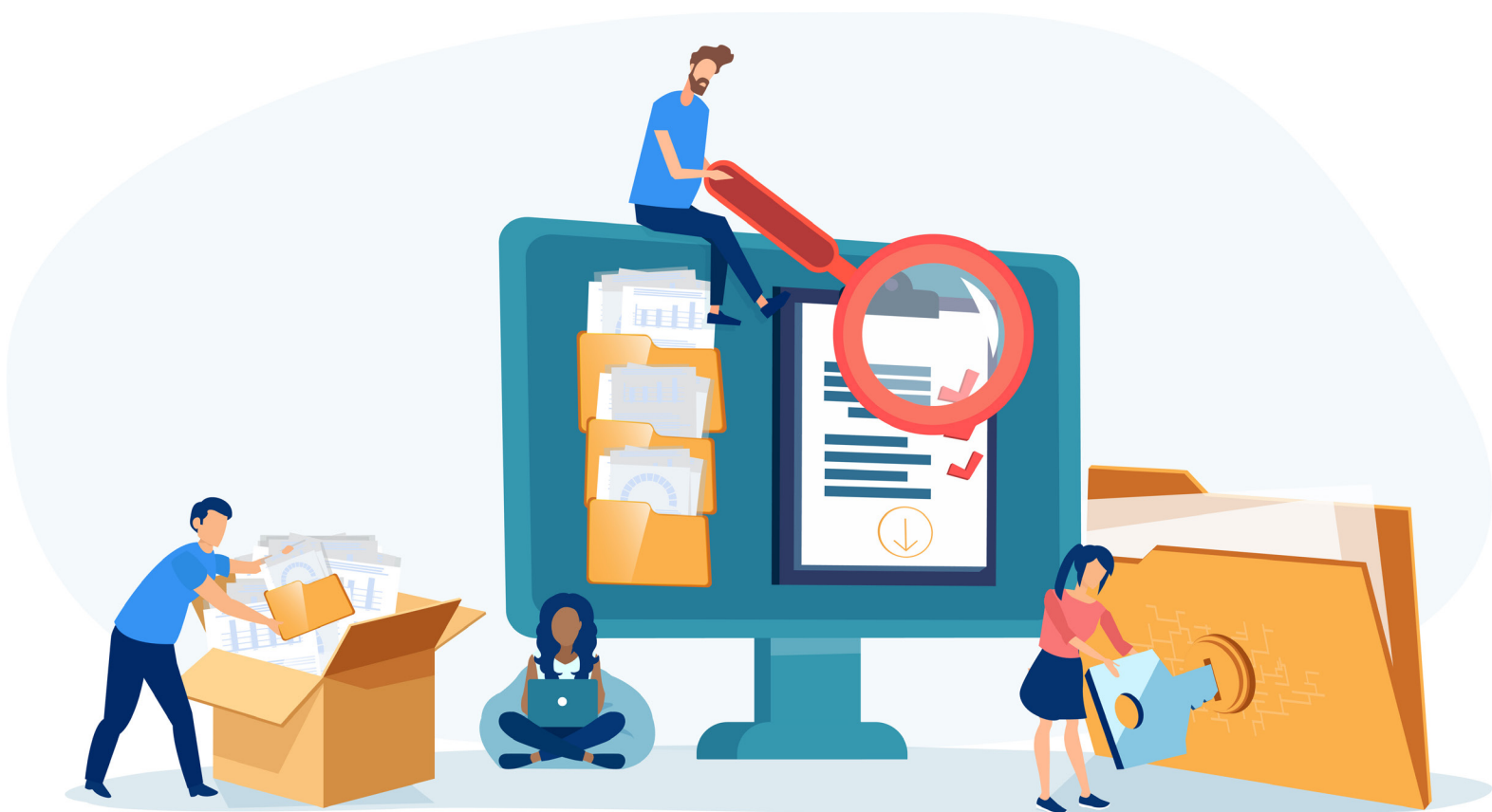
- Age
- Ancestry
- Disability
- Family or relationship status
- Political beliefs
- Religious affiliations
- Gender identity or sexual orientation

For more information on this topic and a detailed review, see the Ontario Human Rights Commission [OHRC]: [http://www.ohrc.on.ca/en/social\\_areas/employment](http://www.ohrc.on.ca/en/social_areas/employment)



There are some rare instances when you may need to address one of the above topics because it directly relates to a job requirement. If you find yourself in this situation, here are some general guidelines:

- **Age.** If candidates need to be 19 or over for a specific job, for example a role which involves serving alcohol, you should verify their age by asking “Are you 19 years of age or older?” (As opposed to “How old are you?”).
- **Disability and Physical Abilities.** The ability to lift 20 kg (for example) may be a legitimate requirement for a warehouse worker or labourer who must routinely handle loads of this nature as an ongoing part of the job. Make sure you clearly establish this is a “bona fide (genuine)” requirement and state it in your job description and postings. Also ensure your requirement cannot be accommodated with reasonable changes to the work environment, resources available to do the work, or the work process itself. The OHRC provides excellent resources and information to support this type of review:
- **Family status or marital status.** If you have a concern about work hour flexibility, rather than asking a candidate about their family situation (which is entirely irrelevant to their availability) you may ask about the specific hours you require to be worked or what their general availability is for work. Again, this should be clearly established in the job description and any job postings. [https://www.ohrc.on.ca/en/code\\_grounds/disability](https://www.ohrc.on.ca/en/code_grounds/disability)





## Step Eight: The Post Interview Evaluation

Many interviewers assign “ratings” or “scores” as part of their interview guide process. Provided it’s done consistently and objectively, this can be an effective way to rank and refine the candidate pool towards a final decision. If more than one person is conducting interviews, you will need to consolidate these results to arrive at a group ranking. Either way, recognize the potential for bias and subjectivity in score/rank systems and take counter measures to minimize these potential compromises to your process (see “Halo Effect” and “Personal Bias” in Step Five).

Try creating an evaluation scorecard that can be used to compare candidates on a series of relevant criteria. You may need to refine your scorecard over time, but it is a particularly useful benchmarking tool if you are recruiting on an ongoing basis. A sample scorecard/ranking system for a hypothetical position is included in the Appendices (Page 40).

After taking precautions to ensure you have developed a consistent and objective interview guide with a ranking system that eliminates the risk of bias, you should have an effective selection tool that will support identification of the best candidates for your role.

If there are multiple candidates being considered, having their information laid out in an easy-to-reference ranking chart can make it easier to compare their skills and attributes. While it is up to the interview team to decide the criteria most relevant to include, it is important to use the same evaluation criteria when evaluating different applicants for the same position. Also note that rating should never be completed during the interview or in the presence of a candidate. Take a few moments to focus on this after the interview has ended, while the interview is still fresh in your mind.

See the sample ranking system (“Core Competency Assessment”), included in the Appendices (Page 40).

## Step Nine: Candidate Assessment, Background Checks and Referencing

### References

You think you have found the perfect candidate, but before you go any further, it is vital to check work-related references (if you haven't done so already at an earlier stage of the process). As mentioned previously, some employers confirm candidate references before in-person or virtual interviews, but this is not the norm.

A reference from a friend or neighbour may have some relevance about a person's character but the candidate must provide references from current or former managers to whom they directly reported (assuming they have work experience. If they don't have work experience, references from teachers, volunteer associations and other sources will also be relevant). In all cases, you should have the candidate's written permission to conduct these inquiries, though you can also consider borrowing language from this template when requesting or receiving reference contact information from candidates by email (email being a common way to receive their information).

A Reference Check Consent Form template is included in the Appendices (Page 40).

Many recruiters will conduct a simple online search through Google and other popular social media sites such as LinkedIn, Twitter, Facebook, Pinterest, and blogposts to gather general information about candidates and to verify the consistency of their employment history, and even things such as volunteer work or involvement in the community. However, informal, online information is not always entirely accurate, so rely on it as only one of many data points in your qualification procedures.

### Verifying Employment, Educational and Professional Credentials

Verifying educational, professional or trade credentials will give you another piece of information to better evaluate candidates. Some trade and professional organizations provide public registries online whereby you can perform a simple search to validate the credentials of candidates [for example, the [Chartered Professional Accountants \(CPA\) Association of Ontario](https://www.cpaontario.ca) (<https://www.cpaontario.ca>)].

It is also recommended that you confirm your shortlisted candidates' previous employment history, at least three positions back and preferably the entire timeline.

Look for inconsistencies and reasons for leaving previous positions as this may be telling in terms of their commitment and reliability. It remains the case that past performance is one of the better predictors of future performance, so it's worth spending time to verify this information.

## Skills Assessments

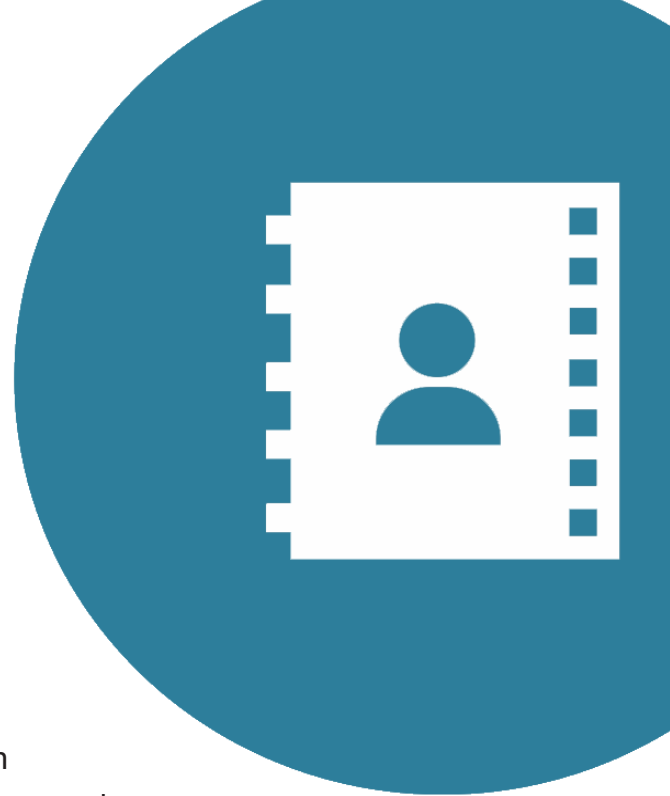
In addition to a reference check, it is also recommended that you include a skills assessment of your final candidates. This will give real-life dimension to the behavioural-based interview questions you already asked earlier in the process. For example, if you're hiring a welder, have them weld something (ensure you set up a safe workstation with extra supervision and personal protective equipment). If you're hiring an administrative assistant, set up a simple exercise to see if they can undertake a mail-merge in MS Word (there are also a wide variety of free online tools that measure typing speed and accuracy, for example). Do some research or create your own workplace assessment. Just be mindful of safety considerations, and ensure it has a relevant and measurable connection to success on the job.

For virtual interviews, if the position doesn't require individuals to be on-site to perform the job duties, then a skills assessment of research, marketing, sales, and presentation skills can be observed if candidates are given an assignment and invited back to present to the recruitment committee/manager.

## Aptitude and Interpersonal Assessments

There are a variety of cognitive ability assessments and other instruments available to evaluate candidate suitability. Many of them are now offered online. These companies represent that a predetermined profile can be developed to correlate and predict a candidate's success in a particular position.

Caution is recommended in relying too heavily on these tools as there is in fact a lack of scientific literature or data to confirm the predictive validity or extent to which these types of assessments can relate to or predict successful job performance. Statisticians would wisely remind us that "correlation does not necessarily imply causation." Still, these types of assessments provide an additional "piece of the puzzle," and many organizations value the insights gained. If you're thinking about including these tools in your selection process, it's recommended that you do your research and consider getting an expert opinion on what tool to select, and how to implement them in your process.



## Criminal and Credit Checks

In some cases, employers implement credit and/or criminal background checks, particularly if the incumbent will be interacting with vulnerable or disadvantaged groups or handling large sums of money. To obtain a criminal background check, you should establish that there is a valid occupational reason for doing so. The job application and/or conditional offer must clearly state the check is necessary as part of the hiring process.

**You must always obtain written consent before doing any kind of criminal background check on a perspective employee. Making that a condition of the employment agreement offered to the candidate for their signature is one way to confirm this consent.**

If you do believe that a criminal background check would be appropriate, employers have several options and resources for how to go about conducting this. Useful information can be found at the RCMP Website, including forms and releases, at: <http://www.rcmp-grc.gc.ca/en>.

Likewise, credit checks must also be carefully considered when hiring for positions where the incumbent will be in contact with financial resources. What if you carry out a credit check and there is a red flag? If there are no other reservations about their candidacy, and their references are very good, a questionable credit score may only be reflective of poor economic times. Being downsized from a job or falling behind on bill payments is an unfortunate set-back that some people experience, often through no fault of their own.

The key is to look at these situations in context. Is this a one-time setback or does the candidate have a long history of financial turmoil and living beyond their means? Is the candidate going to be your Chief Financial Officer, or a Delivery Driver? Context matters. In every case, make sure you have a viable employment-related concern that justifies implementing the screening process, and make sure you have a signed consent form from the candidate to collect this information.



For additional information about credit checks and consents required:

<https://www.ontario.ca/page/credit-reports>

## Step Ten: Presenting an Offer

You have gone through all of the interview steps, called at least three work-related references, considered any assessment processes you used, and conducted additional background checks (if needed). There is now one candidate who stands out above the rest. Hopefully you also have a candidate who is a close second, so that if your first candidate does not accept the offer, you have a solid “Plan B.”

There is more to making a job offer than simply calling the candidate and saying, “You have the job!” Here are a few standard steps you should go through to ensure that your offer is attractive and made in a professional manner, that clearly establishes and confirms your working relationship:

1. **The Preliminary Verbal Offer:** Before you go to the trouble of preparing an offer package, you do want to touch base with the candidate to ensure that they are still available and interested in the position. Remember that you might be catching the candidate off guard -- assure them that you do not expect an answer from them until they have had a chance to review the offer letter. Let the candidate know when they can expect to receive this.
2. **Put it in Writing:** It is very important to put all the details of the offer in a letter or employment contract that will later be included in their Human Resources file (and you must have an HR file for all of your hires and staff). You may want to consider having this letter crafted by an employment lawyer or a qualified HR expert at least initially, to establish a solid precedent and template that can be adapted. A good offer letter should include the following:
  - Confirm salary or hourly wage, and whether or not the role will involve overtime.
  - Confirm previously discussed benefits of the job. This may include information on the vacation policy, benefits and any other programs offered by the company.
  - State the length of the probationary period (this is typically 3 months).
  - State the term of employment if it is for a fixed-term contract position.
  - Mention what the candidate is to expect on their first day at work.
  - State the date and time that they are expected to start work.
  - Provide the candidate with their supervisor’s name and the name of their department, if applicable.
  - The job description, which started our process, should be included as an appendix.
  - If there is an employee handbook, this should be referenced with the offer letter, and reviewed and acknowledged upon hire.
  - A knowledgeable employment lawyer or qualified HR consultant will also recommend other prudent terms, such as confidentiality requirements, and it is recommended that you invest in the development of at least an initial template that you can thereafter adapt for additional new hires.



3. **Give the Candidate a Deadline:** It is reasonable for a candidate to want to take some time to think about the offer but be sure you establish a deadline for acceptance (no more than one week is recommended). This is to ensure your offer doesn't remain "open" indefinitely should you need to move forward with an alternate candidate.

## Step Eleven: Onboarding

Finally, you have found the right candidate and they have signed off on your offer. Congratulations!

Below are some suggestions to ensure that your new hire is properly welcomed into your organization and that your team is prepared to support this transition.

The following is recommended information (legally required and best practice) for your new hire's HR File.

### Mandatory HR Policies

Your Employee Handbook or Policy Manual should also address basic policy issues & conduct. In Ontario, you must also develop policies and conduct staff training\*, as well as have workplace postings for the following:

1. Organizational Health & Safety Policy commitment
2. AODA Accessibility Plan:  
<https://www.ontario.ca/page/how-create-accessibility-plan-and-policy>
3. Workplace Violence & Harassment Prevention Policy:  
<https://www.labour.gov.on.ca/english/hs/topics/workplaceviolence.php>
4. Ontario Health & Safety Act, 'Green' handbook:  
<https://store.thomsonreuters.ca/en-ca/products/pocket-ontario-ohs-act-and-regulations-2022---consolidated-edition-the-green-book-print-and-proview-ebook-30908446>
5. "Health & Safety at Work" poster:  
[https://files.ontario.ca/mltsd\\_2/mltsd-prevention-poster-en-2020-07-22.pdf](https://files.ontario.ca/mltsd_2/mltsd-prevention-poster-en-2020-07-22.pdf)
6. Employment Standards Act poster:  
<https://files.ontario.ca/mltsd-employment-standards-poster-en-2020-09-08.pdf>
7. WSIB "In Case of Injury" poster:  
<https://www.wsib.ca/en/case-injury-poster-form-82>

\*Staff training is required to address H&S, AODA and Workplace Violence & Harassment prevention.

## New Hire Checklist

Suggested content to include:

1. Biographical & Personal Information for a New Employee Information Form
2. Copies of Social Insurance Number (SIN) & Photo Identification, confirming same (for example, a Driver's licence)
3. Emergency Contact Information
4. T1 Tax Forms (Federal & Provincial) for Payroll
5. Recruitment Package Results (resume, interview guides, reference confirmations, assessment results, degree / certificates / licences)
6. Signed Offer Letter or Employment Agreement (job description included as a signed appendix)



## Onboarding Checklist

Here are some recommended best practices to organize before your new hire starts:

- Notify all staff, payroll, and other essential contacts of your new hire.
- Prepare an agenda for the first day and week of work.
- Where relevant, notify your Information Technology (IT) supplier or coordinator of the new hire so that arrangements can be made related to phone, computer, voicemail and email set-up (where applicable).
- It is always a nice gesture to make lunch plans for the employee's first day or arrange a virtual meet and greet with the team for remote workers.
- Assign employee(s) with similar responsibilities to act as the new employee's coach/mentor for the first week or two. A formal onboarding/mentor program is worth developing, especially if you're growing or hiring staff on a regular basis.
- Add employee to department and organizational contact lists and organizational charts (which are easy to develop).
- Complete all new hire paperwork (payroll & benefits information) on their first day at work.
- Prepare parking permit information/paperwork (if applicable).
- Set up timesheet(s) if applicable.

## **To do on the new employee's first day**

- Send a welcome e-mail/memo to staff announcing the new employee's arrival, function and location.
- Introduce employee to co-workers.
- Take employee on a tour of work areas, pointing out coffee/break rooms, bathrooms, equipment, supply cupboards, and location of first aid and emergency supplies. For remote workers, arrange a virtual meeting to provide an overview of the company and review relevant policies and procedures.
- Provide an orientation on computer office equipment and phone usage.
- A comprehensive Health and Safety orientation must be conducted to address all compliance issues and to manage risks unique to your workplace.
- If you have a policy manual, this should be presented with the written offer letter on the employee's first day and they should sign an acknowledgement to certify their agreement and understanding of these policies. Refer to Step Eleven for a list of policies and training requirements for all new hires.

## **Within the first two weeks**

- Schedule a meeting with the new hire to discuss items in the Employee Handbook. This may include various departmental policies and procedures including, but not limited to: probationary period, timesheets, vacation and sick leave accrual and use, hours of work and overtime, attendance, phone/email etiquette, personal phone and computer usage policy, and performance appraisal process. Wherever possible, have the new hire review this information in advance of their onboarding so it can be acknowledged and agreed to on their first day, or within the first week of duties.
- Take time to review job expectations and ask if the employee has any questions. Now that the new hire has already been on board for at least a few days, this is a good opportunity to discuss performance goals and expectations, identify the customers or clients served by this position (internal or external), discuss employee safety, review standard meetings the employee needs to attend, and identify what training and development activities will be needed in the next six months.

## **Within the first three months on the job**

- Feedback should be continually shared with all staff. Make sure you conduct a probationary review with your new hire to ensure everything is proceeding satisfactorily from your perspective and theirs. The employment relationship is one that should be a healthy, two-way dialogue. See Appendices (Page 29) for a sample "Employee Probationary Performance Review" form.

## **During the first six months on the job**

- Provide monthly feedback to the employee regarding their job performance, including a formal performance evaluation in the sixth month.



## Part Two: Retention Tips and Strategies

### Workplace Culture is Changing

The challenges of employee retention and staff turnover are not only present in the WDB catchment area of Northumberland, Peterborough, Kawartha Lakes, and Haliburton, 2020 through 2022 saw a record number of Canadians leaving their jobs in search of other opportunities, sometimes citing better work-life balance or increased compensation as the reason. The COVID-19 pandemic no doubt played a large role in the dramatic shift in workplace expectations that many employers witnessed in their existing workforce and in prospective job candidates.

An upward trend in staff turnover also reflects generational realities in the current labour market. A number of studies suggest that Millennials may only stay in a job for an average of 2.7 years. As Baby Boomers retire and some Generation Xers opt for early retirement, the younger workforce that remains may be contributing to the highly competitive and dynamic job market conditions that employers must now manage.

A [2022 Labour Market Survey](https://www.roberthalf.ca/en/employment-trends-demand-for-skilled-talent) (https://www.roberthalf.ca/en/employment-trends-demand-for-skilled-talent) by Canadian recruitment firm Robert Half, with supporting data from Statistics Canada's [2022 Labour Force Characteristics](https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410028703), sheds some light on the drivers behind the relatively higher employee turnover we are currently seeing in Canada and elsewhere, and what some employers are doing to raise the bar when it comes to retaining talent.

(https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410028703)

Among its findings, the survey reported the following employee retention strategies as the most commonly being offered by employers in the present context:

1. Remote work options: 47%
2. Salary increases: 46%
3. Reducing skill requirements for promotion: 31%
4. Financial bonuses: 30%
5. Additional paid time off: 29%

Remote work – borne out of necessity and as a result of pandemic shutdowns – not only made the top five but ranked as #1.

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410028703>

<https://eco.ca/blog/millentials-recruitment-and-retention/>

<https://www.hrreporter.com/focus-areas/culture-and-engagement/1-in-5-workers-looking-for-new-job/357217>

<https://www.columbia.ab.ca/often-people-change-careers-canada/>

The same survey also examined what employees are looking for to stay engaged in their job (these numbers reflect answers from survey participants across a broad range of private and public sector workplaces):

1. Higher salary: 59%
2. Greater appreciation / recognition: 38%
3. Ability to work remotely: 35%
4. More opportunity for advancement: 33%
5. Other benefits and perks: 30%

While remote work ranked highly among employees also, it had a mid-placement in terms of priorities with the traditional compensation and recognition factors being most important to workers. Still, while salary remains the #1 driver behind employee retention, there are clearly other factors at play that can determine whether an employee will stay with an organization on a long-term basis.

## **Region-Specific Retention Challenge**

There are employee retention benefits in more rural geographic areas such as the WDB catchment area including a strong sense of community and lifestyle benefits that can contribute to the ideal conditions that are needed to sustain long-term loyalty. However, there are also distinct recruitment and retention challenges for employers who operate outside larger urban centers. They must select from a much smaller pool of viable job candidates, and when attempting to attract talent from other areas, they must work that much harder to position their organization as a desirable place for a new employee to continue their career path.

Canada also relies heavily on newcomers (immigration) to support the growth of its workforce and population. While several initiatives are being pursued to encourage new workers and their families to establish careers in rural communities, the reality is that many new immigrants choose to remain in larger metropolitan regions for a variety of reasons to grow their career and families.

Retaining employees who have relocated for their job and who do not have intrinsic or cultural ties to the area also poses unique challenges that urban employers may not face. For example:

- An employee's partner or other relatives may have difficulty finding work in the area.
- The employee may find that there are fewer local training and development opportunities to take advantage of.
- The employee may perceive that there are fewer amenities and resources for themselves and their family.
- An employee may feel professionally isolated if they work in a field where there are not many similar professionals in the area.

While it is hoped that the advantages of small-community living, such as reduced commute times, improved cost of living, and recreational pursuits (to name only a few) will offset these potentially negative factors, employers should maintain an awareness around issues that may be faced by employees who have relocated for a job. The following practices may be helpful in ensuring that these employees are able to better integrate into their new role and into the community:

- Check in with employees frequently – ask them about specific challenges they may be facing as new members of the community and offer advice when appropriate.
- Create opportunities for new employees to get to know other members of the team outside of regular working hours.
- Participate in local community initiatives, social organizations, charities, or fundraisers and encourage new employees to take part to create identification with, and social investment in your community.
- Be prepared to offer flexibility and other perks to hold on to hard-to-find talent that is likely also much in demand in other communities.

**Employees who have an interest and a stake in the community where they work and live may be more likely to remain in that community and by definition, with those employers who make efforts to strengthen those associations.**



## Reasons Why Employees Leave

Regardless of whether a person is working for an organization in a rural or urban setting, there are common factors that can cause staff to move on to a new opportunity. In Ontario, the 2022 EmployerOne Survey showed that by far the most commonly stated reason for employee resignation in 2021/2022 was the ambiguous “other opportunities” explanation – basically, the perception that a better situation could be found elsewhere. While some organizations may be fundamentally “better” to work for than others, employers must face the real challenge of employees perceiving (perhaps unfairly) that their career potential will be better if they can “just find another job.” The greatest retention challenge that any employer faces is positioning their workplace as a competitive, engaging, and attractive place to work. If it is not these things, then your employees may just be biding their time until another opportunity presents itself. (<https://www.wdb.ca/employerone-survey-report/>)

## Why Employee Retention Matters

When a valued employee leaves your team, it can have serious repercussions for your organization. We already know that sourcing job candidates in the current labour market can be challenging. This is particularly true for employers who operate outside large urban centres, where workers who have specific technical or professional qualifications can be difficult to both find and then hold on to. Furthermore, the longer a position remains vacant, the more of an impact it can have on your operations and on the ability of your other staff to function optimally. The recruitment process itself can also be costly in terms of time and resources. With these realities in mind, the goal must be to keep people from leaving in the first place where this is possible. Looking at what drives successful employee retention is a good place to start.

## Key Indicators of Job Satisfaction

If you're mindful of the following retention initiatives, your organization should be well positioned to maintain a strong team and minimize voluntary turnover. Not every strategy will be practical or applicable for every organization but considering and applying at least some of the following retention guidelines should ensure less turnover and greater employee job satisfaction.

### *Onboarding and Orientation*

Set your employees up for success from day one by having a comprehensive onboarding system in place that not only includes standard training but also introduces new hires to your organizational culture. Letting them know how they can develop professionally in your workplace will set the tone and help them to hit the ground running. The onboarding and orientation process is also a good opportunity to pair them with a mentor who can offer advice and support during their first few weeks on the job. If you don't already have a mentorship program in your workplace, establishing one can have numerous benefits beyond employee retention.

## ***The Compensation Package***

Maintaining awareness of fair compensation ranges in the current market is essential to holding on to your employees. You may think you're paying your staff competitively, but labour market statistics can tell a different story. The Workforce Development Board provides a Labour Market Information (LMI) Help Desk that can give you a head start in this regard, at no cost. Statistics Canada also offers regional wage data that may provide you with a good baseline. Compensation needs to be re-evaluated on a regular basis.

<https://www.jobbank.gc.ca/trend-analysis/job-market-reports/ontario>

<https://www.wdb.ca/lmi-help-desk>

<https://www150.statcan.gc.ca/n1/en/type/analysis?MM=1>

**If you don't have a clear grasp of what a competitive salary looks like in today's market, it might also be worthwhile investing in a salary survey to determine current market rates for specific roles within your organization.**

**If you aren't able to fund monetary increases, you may wish to look at other options that can boost an employee's overall package. This could include recognition, flexible work arrangements, benefit add-ons, additional time-off allowances, or training and development opportunities.**

## ***Regular Performance Feedback***

Some employers are giving up the annual performance review and instead opting for more frequent one-on-one meetings with staff. These two-way exchanges can be a good opportunity to set goals, to get to the bottom of any issues that may be affecting employees, and to ensure that each member of your team is on the right track to be successful within your organization. (<https://hrexecutive.com/are-annual-reviews-a-thing-of-the-past/>)

Regular performance feedback is particularly important for remote workers, who may feel underappreciated or disconnected from the workplace. Employers need to find meaningful ways to connect with both their on-site staff and with those employees who are adding value behind the scenes. These one-on-one sessions are also a good chance to pick up on cues from staff who may be on the verge of burnout or thinking of leaving.

## ***Flexible Work Arrangements***

The pandemic has taught us that it is possible to effectively accomplish some job functions at home or remotely. Thanks to advances in technology, many of us can stay engaged, connected, and productive while working remotely.

Not every job, workplace or employee is suited to virtual work, and some employers (and employees) may be reluctant to embrace this work model. However, in the quest to recruit and retain talent, remote work is an option worthy of consideration. There are potential advantages including reduced overhead costs and a significantly expanded labour pool. From an employee's perspective, avoiding a long commute and being able to better tailor their own work schedule can make a lot of sense. When it is possible and practical to do so, allowing the option of a hybrid work arrangement can be a very attractive incentive for many employees.

Remember that not every employee wants to work from home all the time. Many are simply looking for more flexible work arrangements to accommodate childcare, long-distance commuting, or other personal issues or preferences they may have.

In addition to offering some opportunity to work remotely when appropriate, creating staggered shifts or condensed work weeks can also make life much less stressful for some workers and make you more attractive as an employer.

## ***Fair Work/Life Balance***

Making it known that you respect your employee's right to take time off from work can go a long way towards improving workplace satisfaction. Respecting boundaries and encouraging staff to take breaks during and after the workday ensures everyone is refreshed and at their best when they are at work. As noted earlier, flexible work arrangements can also go a long way towards allowing employees to cultivate a better balance between their work and home life.

## ***A Focus on Health and Wellness***

Since the peak of the COVID-19 pandemic, people are more focused than ever before on the importance of both mental and physical well-being. A workplace that respects these priorities will be much better positioned to retain employees and will benefit from having a more productive workforce. Employers who have the resources may wish to consider offering extra health and wellness benefits to help reduce employee stress. A gym membership, additional group health benefits, an upgraded break room, or participation in an [employee assistance program](#) are just some examples of perks that can help employees to feel less stressed both in and out of the workplace. It is also important for managers to recognize signs of burnout and to proactively take steps to ensure that overburdened employees have access to the support they need.

<https://www.ccohs.ca/oshanswers/hsprograms/eap.html>

## ***Opportunities for Training and Development***

Giving your employees opportunities to upgrade their skills is more important than ever before, as technology continues to change at an ever-faster speed. Prioritizing your staff's professional development is an important investment not only in your employees but in your organization as a whole. This might include attendance at conferences or seminars, tuition reimbursement, or covering the cost of a training program.

Development can also include in-house workshops aimed at team building and other "soft" skills that can help to foster a positive workplace culture. Cross-training staff and mentoring can also be a cost-effective way to increase individual skillsets and the effectiveness of the organization overall. Booking off even a half-day for these types of sessions can be a great engagement-booster, particularly for those team members who tend to work more independently.

## ***Access to Tools and Resources***

Ensuring that every employee has the tools they need to stay productive and motivated can be instrumental in keeping your staff engaged in their jobs. These tools can include technology but also think about providing ergonomic seating, standing desks, shock absorbing mats, and other implements that can make your employees more comfortable throughout their workday.

Make a point of asking each employee what they need to be productive and successful in their job, because many of them will not ask out of fear of being seen as a "complainer." Creating an anonymous engagement survey can be an effective and simple way to collect this input. Including this in an annual performance development (performance appraisal) process can be another effective way to evaluate what is needed to improve engagement and productivity at the same time. Ultimately, you want to know what tools may be lacking in your workplace that could be silently contributing to employee dissatisfaction.

## ***Recognition from Management***

A rewards system is a great way to make sure employees feel appreciated for the work they do. A simple "thank you" is always a good idea, but establishing a more formal [recognition program](#) can have a big impact on employee satisfaction. Some employers may have the budget for a raise, bonus, or weekend getaway, but know that recognition can also take much more simple forms that will still make your employees feel that they matter. A mention on social media or in your workplace newsletter, a paid day off, a small gift, or a nice lunch out can all express to an employee that their contribution is appreciated. Remember to acknowledge efforts and not just results.

<https://www.hrpa.ca/hr-insights/designing-meaningful-authentic-employee-appreciation/>

## ***Diversity, Equity and Inclusion***

More and more, today's employees expect to see an emphasis on [diversity and inclusion](#) in their workplace, so considering policies that promote diversity, equity and inclusion at work are an important undertaking. Having a policy in place is of course just the first step – employers need to practice what they preach! We know that diverse teams and the varying perspectives they bring can give a boost to innovation and productivity and make your organization more competitive in the marketplace and more reflective of the communities where you are providing your services or goods.

Making your workplace more welcoming to diverse cultures and lifestyles can include diversity training or team building sessions, acknowledgement of holidays celebrated by all cultures in your workplace and fostering an environment of equity that still respects each person's unique value.

<https://www.csps-efpc.gc.ca/tools/jobaids/promoting-inclusive-workplaces-eng.aspx>

## ***Giving Back to the Community***

Studies show that Millennial and Gen-Z employees place particular value on social responsibility and expect their employers to do the same. Supporting initiatives that are important to your team and which they identify with can inspire loyalty in your staff and can also be a great engagement strategy for your team as a whole. Hosting a fundraiser for a local shelter or providing your staff with paid time off to volunteer for a charity they support are just a couple of examples of how you can let your team know that they work for a responsible employer that cares about their community and the causes they support.

<https://www.inc.com/peter-economy/a-new-study-of-150000-millennials-revealed-that-they-have-these-10-surprising-things-in-common.html>

## ***Potential for Advancement***

Not every job will have a clear path forward to a bigger and better role, but wherever possible, give your employees a clear vision of what opportunities could lie ahead for them with some initiative and goal setting. Performance development processes that include opportunities for sharing feedback, setting goals and providing recognition will not only support retention but also individual and organizational effectiveness. For certain roles, having a transparent succession plan in place can be mutually beneficial from both a retention and operational perspective.

<https://www.canada.ca/en/treasury-board-secretariat/services/performance-talent-management/performance-management-program-employees.html>

With that said, recognize that not every employee has the desire to take on the added responsibility that comes with career progression or a more senior role. This is another reason why regular, one-on-one meetings with each team member are so important. Employers need to understand where each employee is coming from and where they realistically see themselves professionally.

### ***Positive Leadership***

It is very common for departing employees to cite poor leadership or a conflict with their manager as one of the main reasons for their decision to resign. Investing in leadership training for your managers is a great way to ensure that your senior team is engaging effectively with staff. Managing direct reports can be challenging and does not come naturally to everyone. The right training and coaching can help managers develop more effective communication skills, teach them how to lead with empathy, provide tips for coaching and mentoring, and give them the confidence and the skills they need to foster productive teams.

### **Focusing on the Employee Experience**

Of the recommendations made for improving job satisfaction outlined above, only one of them had to do with compensation. This highlights the fact that while a competitive salary is a priority for most employees, it is also just one piece of a much larger puzzle. The majority of retention approaches are focused on the employee experience, not strictly on financial rewards. A workplace that fosters a positive employee experience is not only better positioned to retain staff, it is also more likely to be profitable, productive, and competitive in the current marketplace.

### **Understanding Why Employees Leave**

Even if you successfully engage these strategies, sometimes employees resign despite your best efforts. Losing a valued team member is always a disappointment but this is a reality that every employer must address at some point. To find out why an employee has quit, consider asking them to participate in an [exit interview](#). This is a great way to not only find out why they are leaving, but to also gain insight that will help you to retain your current and future employees. In some cases, an employee might feel more comfortable engaging in this discussion with a third-party (you might find you get more candid feedback from an exit interview if you are able to collect this information independently).

<https://www.canada.ca/en/services/business/hire/departingemployees.html>

## Conclusion

While every organization can expect some turnover regardless of how hard they try to create a positive and motivational work environment, following at least some of the strategies noted above can significantly improve employee retention. Going straight to your staff to ask for ideas on how you can keep them engaged is a great place to start. Pay attention to indicators that morale is low, and always be on the lookout for ways to continuously improve workplace culture, recognition, career progression, and overall flexibility. Focusing on the employee experience, not just on compensation, is critical to retaining your best talent.

### Sources:

<https://www.roberthalf.ca/en/employment-trends-demand-for-skilled-talent>

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410028703>

<https://www.jobbank.gc.ca/trend-analysis/job-market-reports/ontario>

<https://www.wdb.ca/employerone-survey-report/>





# 3

## Part Three: Local Resources for Employers and Recruiters



While we have not specifically recommended the use of paid recruiters or HR consultants, some employers choose to invest in these services as a means to uncover or solicit candidates who may not otherwise apply to job postings. These active services may be particularly effective if you are searching for scarce skills in a competitive labour market.

There are also many additional tools and resources available to facilitate the search and hiring process.

The employment service providers working with Muskoka-Kawarthas Employment Services, the Service System Manager in the Muskoka-Kawarthas region, provide free assistance to both job seekers and employers. For a list of the employment service providers in the region, please visit WDB's website. <https://www.wdb.ca/employment-service-providers/>.

Among the services they provide:

- Assistance developing and identifying key qualifications for job descriptions and job postings.
- Postings on job boards in the Muskoka-Kawarthas that includes WDB's catchment area of City of Kawartha Lakes, Peterborough, Haliburton and Northumberland County.
- Filling positions with qualified candidates including, pre-screening, and aptitude testing.
- Coordinating financial incentives to hire candidates who are registered with their services, as well as subsidies to cover training costs to upgrade candidate skills (and those of existing staff).

In addition to recruiting support for employers there are also several financial incentives and programs available in Ontario to help offset training costs: [www.ontario.ca/page/hiring-incentives-employers](http://www.ontario.ca/page/hiring-incentives-employers). You can also contact a local employment service provider <https://www.wdb.ca/employment-service-providers/>.

## **Indigenous Candidates**

Indigenous candidates bring valuable skills and perspectives to the workplace. Additional information to support your recruitment of Indigenous staff can be found on the Government of Canada Website: <https://www.jobbank.gc.ca/indigenous> and <https://www.canada.ca/en/services/benefits/audience/indigenous.html>.

Note that eligible organizations may qualify for contribution funding for projects that help increase Indigenous participation in the labour market (see “Current and Upcoming Funding” link below): <https://www.canada.ca/en/employment-social-development/services/funding.html#open>.

## **Candidates with Disabilities**

The Canadian Government has introduced several funding grants for small businesses in Ontario to improve workplace accessibility and hire skilled persons with disabilities. Many of these programs are part of Canada’s Economic Action Plan to help improve the labour market opportunities and conditions for Canadians with disabilities. For more information go to: <https://www.canada.ca/en/employment-social-development/programs/opportunity-fund-disability.html>

Employers may consider contacting the Community Opportunity & Innovation Network. Based in Peterborough, [COIN](#) is a local not-for-profit community economic development organization that trains and supports not only those with disabilities, but also unemployed and underemployed individuals in the community, and fosters a social enterprise network.

The Ontario Tourism Education Corporation (OTEC) also provides services to employers in the hospitality and tourism sectors to guide workforce strategy and training in partnership with industry representation: <https://otec.org/>

## **New Canadians**

New immigrants to Canada provide a wealth of skills and knowledge. They’re also customers and use your services, so accessing this talent pool makes good business sense and is essential to support your staffing requirements now, and increasingly, in the future.

The New Canadians Centre in Peterborough may be able to provide you with valuable connections to candidates and services available to support their success in your workplace.

<https://nccpeterborough.ca/>

## OTHER USEFUL RESOURCES TO CONSIDER FOR HIRING AND RETAINING INTERNATIONALLY TRAINED WORKERS:

- <https://www.canada.ca/content/dam/ircc/migration/ircc/english/pdf/pub/employer-road-map-en.pdf>
- <https://hireimmigrants.ca/watch/employer-road-map-a-step-by-step-guide-to-hiring-highly-skilled-immigrants/>
- <http://www.hireimmigrantsottawa.ca/for-employers/tools-and-resources/employer-guides/>

## WORK PERMITS:

- <http://www.cic.gc.ca/english/work/permit.asp>

## LABOUR MARKET IMPACT ASSESSMENT:

- <https://www.cic.gc.ca/english/helpcentre/answer.asp?qnum=163&top=17>

## CREDENTIAL EVALUATION:

- [https://www.cicic.ca/1374/obtain\\_an\\_academic\\_credential\\_%20assessment\\_for\\_general\\_purposes.canada](https://www.cicic.ca/1374/obtain_an_academic_credential_%20assessment_for_general_purposes.canada)



## **Apprenticeship and Grant Programs**

Government programs offer numerous incentives to encourage employers to hire new graduates. Review the list below to see how your organization may qualify for any of the following incentives or tax credits or visit the Ministry of Labour, Immigration, Training and Skills Development website to view current information about services for employers.

<https://www.ontario.ca/page/ministry-labour-immigration-training-skills-development>.

### **Canada Ontario Job Grant (COJG)**

Regional Employment Services providers may be able to assist with your application for funding for a variety of skills training, hiring and other incentives. These programs may also be accessed to upgrade the skills of existing staff.

<http://www.tcu.gov.on.ca/eng/eopg/cojg/>

<https://www.wdb.ca/employment-service-providers>

### **Canada Summer Jobs (Federal Program)**

If you hire young people aged 15 - 30 for the summer, this subsidy could help you cover a significant portion of their wages.

<https://www.canada.ca/en/employment-social-development/services/funding/canada-summer-jobs.html>

### **Apprenticeship Employer Signing Bonus**

You may qualify for a signing bonus when you hire a youth as a new apprentice in certain trades.

<https://www.skilledtradesontario.ca/>

### **Science and Technology Internship Program**

If your business is related to geology, mining, forestry, or the energy industry, you could get funding to hire a recent graduate,

<https://www.nrcan.gc.ca/climate-change/canadas-green-future/green-jobs/87>

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## RECRUITING WEBSITES, WDB's LOCAL JOBS HUB & SOCIAL MEDIA SITES

In addition to Service Canada's Job Bank for Employers (<https://employer.jobbank.gc.ca/employer/>) you may wish to consider some of the following websites to identify candidates and to post or socialize job opportunities within your organization. Newspapers and other periodicals in your region are also potential sources to post your jobs.

### Sites Aggregated by the Local Jobs Hub (Updated November 2022)

- <https://www.indeed.ca>
- <https://www.jobbank.gc.ca/home>
- <https://www.Workopolis.ca>
- <https://www.charityvillage.com/app/>
- <https://www.jobillico.com/en>
- <https://www.careerarc.com>
- <https://www.kijiji.ca>
- <https://workinnonprofits.ca/>
- <https://www.localwork.ca/>
- <https://www.workcabin.ca>
- <https://www.careerbuilder.ca>
- <https://www.aboriginaljobboard.ca>
- <https://www.indigenouscareers.org/>
- <https://agilec.ca/job-board/>
- <https://www.bracebridge.ca/en/town-services/Employment-and-Volunteer-Opportunities.aspx>
- <https://www.gravenhurst.ca/en/town-hall/employment-opportunities.aspx>
- <https://ymcaofsimcoemusoka.ca/for-employers/job-board/>
- <https://muskokalakeschamber.ca/job>
- <https://members.bracebridgechamber.com/jobs/>
- <https://employmentnorth.com/jobs/>
- <https://www.muskokalakes.ca/en/town-hall/careers.aspx>
- <https://en.agilus.ca/jobs/jobsearch>
- <http://canadianexecutivesearch.com/browse-jobs/>
- <https://www.drcareers.ca/>
- <https://farmsatwork.ca/>
- <https://network.applytoeducation.com/Applicant/AttSearchEx.aspx>
- <https://ospeca.careerwebsite.com/>
- <https://www.trentu.ca/humanresources/employment-opportunities>
- <https://www.careersinfood.com/>
- <http://careerowl.ca/>
- <https://www.adzuna.ca/>
- <http://greatsn.com/job-board/>
- <https://www.metisnation.org/careers/>
- <https://www.libro.ca/careers/>
- <https://www.eluta.ca/>
- <https://www.muskokabuilders.com/jobs/>
- <https://thenma.ca/listings/>
- <https://careeredge.on.ca/careers/>
- <https://www.careerjet.ca/>
- <https://www.randstad.ca/>
- <https://www.gojobs.gov.on.ca/>
- <https://www.hcareers.com/>
- <https://psjobs-emploisfp.psc-cfp.gc.ca/>
- <https://www.employmenthelp.ca/job>
- <https://haliburtonchamber.ca/jobs/>
- <https://vccs.work/looking-for-work/job-board-vccs/>
- <http://magnet.today/>
- <https://vccs-jobs.escases.ca/>
- <https://www.epcjobs.ca/jobs>

# JOB DESCRIPTION QUESTIONNAIRE

## Identification

Name(s):	Title:
Reports to:	Title:
Department:	Date Completed:

## Approval Signatures

Employee:
Immediate Manager:

## Overall Job Purpose

Briefly summarize the overall purpose of this job. What is it expected to accomplish?

--

## Specific Accountabilities

Consider the major results for which this job is accountable (typically jobs can be described in three to six major accountabilities). Describe each accountability by a phrase at the top of each box and indicate the appropriate percentage of time over the course of a year that is dedicated to this accountability.

Accountability A:	%



Accountability B:	%
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Accountability C:	%
-------------------	---

--	--

Accountability D:	%
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**Knowledge, Skills & Abilities**

**1a)** Describe the overall knowledge, skills and abilities required for the position, however acquired, e.g.: skill gained through formal education, or on the job experience, or specialized skills and training, etc.

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**1b)** Describe the responsibilities/duties for which the overall knowledge, skills and abilities described in 1a) are required.

### **Working Relationships**

**2a)** Describe the various working relationships required in the job including jobs that report directly to the position.

**2b)** Describe the typical types of interactions, either internal or external, that are required. Indicate with whom the interactions occur and the purpose or nature of the interactions.

### **Problem Solving/Challenges**

**3a)** Describe the types of supports that are available to help the individual to problem solve, e.g.: guidelines, procedures, policies, guidance from supervisors/peers, etc.

**3b)** Describe the most difficult or challenging situation that this position is expected to handle and describe how it would be resolved.

**Accountability**

**4)** If applicable, state the measures for which the job is accountable, e.g.: total number of employees supervised stated as full-time equivalents, operating and/or capital budget amounts, revenue.

<b>Number of Staff Supervised:</b>	Directly ____ Indirectly ____ Total _____
<b>Financial Responsibilities:</b>	
Annual revenue generation:	\$ _____
Annual operating budget:	\$ _____
<b>Other Quantitative Information (Please Specify):</b>	

**Working Conditions**

Describe the conditions under which the job is performed. Consider intensity, duration, and frequency.

**5) Physical Effort**

**6) Physical Environment**

**7) Sensory Attention**

**8) Mental Stress**

**Other Factors**

9) Describe any additional and relevant job information.

10) Manager's Comments.

## JOB DESCRIPTION

**POSITION TITLE:** Recruiting Associate

**DEPARTMENT:** Administration

**REPORTING TO:** General Manager

**LAST REVISION:** January 7, 2023

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Recruiting Associates focus on partnering with clients to define an appropriate recruiting strategy and to effectively support the identification of prospective candidates. Incumbents are responsible for researching, sourcing, resume screening, phone interviewing, coordinating, and scheduling meetings in candidate selection processes. The Associate works independently and with existing sourcing and recruitment delivery team members to complete mandates.

### KEY ACCOUNTABILITIES:

- Build close relationships with clients in line with recruiting needs on a weekly basis.
- Gather job requisitions in a consultative manner.
- Clearly understand client's needs including company culture and values.
- Maintain relationships with hiring managers and facilitates resource allocations.
- Follow-up on new client inquiries generated via client referrals and web inquiries.
- Identify multiple sources to target and engage candidates (active and passive).
- Establish and follow processes to achieve target candidate pools.
- Qualify candidates using interviews, assessments, and related tools (background checks, etc.) to determine if candidates should be considered for next steps in the recruitment process.
- Proactively identify and contact candidates to pre-qualify and engage interest with target candidates.
- Assess candidate's qualifications, interests, motivation, and availability as part of candidate-evaluation process, including activities such as conducting in-depth interviews and reviewing candidate skills to match candidates with opportunities.
- Fully document candidate information and activities, maintaining excellent records in on-line ATS /CRM systems.
- Prepare and submit qualified resumes to the business team to review.
- Build strong relationships with candidates and accurately represent client opportunities and employment.
- Directly manage any external partners and technology resources.
- Provide timely communication and reporting to clients and managing partner.

## **EXPERIENCE:**

- Requires 3 – 7 years' relevant work experience.
- Recruiting / staffing industry experience preferred.
- Must have experience with online posting, media sources and techniques used to network and socialize opportunities with target candidates (professional and social networks, internet, niche job boards, candidate internet /associations and community, professional organizations).
- Must be proficient in MS Office (Outlook/Excel/Word) and have strong internet research capabilities, including business and other social networks.

## **EDUCATION:**

- Bachelor's Degree required.
- Equivalent relevant experience may be substituted for undergraduate degree requirement.

## **INTERPERSONAL SKILLS:**

- Must be self-motivated and a self-starter who works well under pressure.
- Must be highly organized with demonstrated ability to multi-task and manage a high volume of requisitions.
- Strong research skills including internet research capability as well as business and other social networks.
- Demonstrated ability to build and maintain relationships.
- Technologically savvy, including proficiency with MS Office Suite (Outlook, Word, Excel, PowerPoint), job boards, applicant tracking systems and online media.
- Strong communication (both verbal and written), negotiation, interpersonal and decision-making skills are required.
- Attention to detail with a fluid ability to multi-task and prioritize.

## **WORKING RELATIONSHIPS:**

- Internal Staff and Managers: Daily interaction, to seek guidance and provide support.
- External Contacts: Periodic interaction with clients, vendors, support agencies, and other representatives as required.

**WORKING CONDITIONS:**

- Physical Effort: Frequent typing. Some light lifting of less than 10 pounds.
- Physical Environment: Alternating between office space and vehicle.
- Sensory Attention: Complex work requiring client needs analysis and research; multiple priorities; collection, measurement and analysis of information and data; high degree of problem solving.
- Mental Stress: Ability to schedule, organize and coordinate tasks to accommodate position requirements; regular interruptions; interaction with emotional people; investigation and data analysis; confidential and contentious environment; professional accountability and integrity in highly dynamic environments.

**REVIEWED BY:**

\_\_\_\_\_  
Incumbent's Name and Signature

\_\_\_\_\_  
Supervisor's Name and Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

*Please note: The above statement reflects the general details considered necessary to describe the principal functions of the job identified and shall not be considered as a conclusive description of all work required in the position. This job description may be subject to change in order to meet organizational, client or operational requirements.*

*We are committed to providing accommodation for persons with disabilities. Accommodation will be provided as part of our hiring processes and on-going employment environment (if accommodation is required, we appreciate applicants and employees identifying these needs so we can support your situation).*



## REFERENCE CHECK CONSENT FORM:

In connection with my application for employment with **[EMPLOYER NAME]**, by signing this release, I voluntarily authorize the personal references, professional references, educational institutions, or other companies that I have listed on my employment application, resume, curriculum vitae, or reference list, to disclose to **[EMPLOYER NAME]** any information that the parties may have regarding my qualifications and fitness for employment, including any comments, evaluations or assessments that parties may have about my performance or conduct as an employee.

I hereby agree to release and discharge **[EMPLOYER NAME]** and the parties and their respective managers, employees, officers, agents and representatives from any and all liability for claims, liabilities, causes of action, damages, judgements, costs and expenses or damages of whatever kind, related to the exchange of such information and any other reasonable and necessary information disclosed to **[EMPLOYER NAME]** during the employment background check and screening process. This release includes, but is not limited to, claims of defamation, libel, slander, negligence or interference with contract or profession.

I acknowledge that I have been advised and permitted an opportunity to seek independent legal advice before signing this release and that I have decided to sign this release voluntarily and without coercion or duress by any person.

This form may be photocopied or reproduced as a facsimile, scan or email, and these copies will be as effective as a release or consent as the original, which I have reviewed and signed.

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Applicant's Name and Signature

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Date

# INTERVIEW GUIDE & RANKING SYSTEM

## INTERVIEW GUIDE & RANKING SYSTEM – MANUFACTURING MANAGER (EXAMPLE)

<p>Educational / trade background?</p> <p>What designations do you have?</p>	
<p>How many years of manufacturing experience do you have?</p> <p>Interest in this position?</p> <p>Reasons for leaving last three positions?</p> <p>Have you previously quit or been terminated?</p>	
<p>1. What appeals to you about this opportunity, based on the job description?</p> <p>2. What do you know about our organization?</p> <p>3. If they are currently employed, why are you looking to leave your current role (or find out what they have been doing since they left their last job, as well as their reason for leaving).</p> <p>4. Was there anything you noticed on the job description that you have never done before?</p> <p>5. How much experience do you have that would be directly relevant to this role?</p> <p>6. Tell me about any relevant education, training and experience you have.</p> <p>7. Do you prefer working independently or as part of a team? Why?</p> <p>8. How well do you work under pressure or tight deadlines?</p> <p>9. What are your long-term goals or career plans?</p>	

<p>Do you have any supervisory experience in the manufacturing field?</p> <ul style="list-style-type: none"> <li>-number of staff, issues encountered</li> <li>-comfort-level with performance management and corrective actions</li> <li>-developing a team / coaching</li> <li>-production team meetings</li> <li>-production reporting to management / owners</li> <li>-percent of time 'on-the-floor' vs office work?</li> <li>-Health, Safety, Environment (JHSC experience)?</li> <li>-quality, continuous improvement?</li> </ul>	
<p>Experience with automated machinery, robotics, CNC (CNC not strictly required)</p>	
<p>What is your proficiency with business software</p>	
<p>(Excel, Word, Inventory / Production systems, ERP's)?</p>	
<p>Experience in custom manufacturing (48-hour turnaround / just-in-time)?</p>	

<p>Scheduling production based on order priority?</p> <p>Prioritization of orders and delivery scheduling?</p> <p>Experience with coordinating logistics / delivery?</p> <p>Experience with roll form steel (fabrication, trim, benders)?</p> <p>Construction materials experience?</p>	
<p>What are your salary expectations?</p>	
<p>Availability / relocation?</p>	
<p>Comments:</p>	

CORE COMPETENCY ASSESSMENT:	EXCEEDS (E) MEETS (M) DOESN'T MEET (DM)
KNOWLEDGE, SKILL, ABILITY	
RELATEABLE MANUFACTURING EXPERIENCE	
EDUCATION, TRADE CERTIFICATION	
LEADERSHIP & TEAMWORK POTENTIAL	
TECHNICAL & FUNCTIONAL SKILLS	
QUALITY / CONTINUOUS IMPROVEMENT FOCUS	
PROBLEM SOLVING / DECISION-MAKING ABILITY	
ENTHUSIASM / ATTITUDE / OVERALL FIT	
OTHER:	
OTHER:	

## NEW EMPLOYEE INFORMATION FORM

Surname: \_\_\_\_\_

First Name: \_\_\_\_\_ Middle Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Home #: \_\_\_\_\_ Cell/Other#: \_\_\_\_\_

Social Insurance #: \_\_\_\_\_ Prov. Health Card #: \_\_\_\_\_

Birth Date: [ ] [ ] [ ] [ ] Driver's Licence #: \_\_\_\_\_  
MM DD YYYY

Email Address: \_\_\_\_\_

### Emergency Contact Information

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Relationship: \_\_\_\_\_ Home #: \_\_\_\_\_

Work #: \_\_\_\_\_ Other/Cell #: \_\_\_\_\_

*(Please inform the Employer of any Changes to the above)*

### Direct Deposit Information

Employees are paid by direct deposit. Please attach your Void Cheque here so your pay can be deposited correctly.

*\*If you do not have a chequing account, please have your bank provide us with official documentation with your Bank, Transit and Account Numbers.*

# EMPLOYEE PROBATIONARY PERFORMANCE REVIEW

## EMPLOYEE PROBATIONARY PERFORMANCE REVIEW

### EMPLOYEE INFORMATION

Name Of Employee Reviewed:

Manager's Name:

Date:

Review Period:

### INSTRUCTIONS EVALUATION

(5) = Exceptional      (4) = Exceeds Requirements      (3) = Meets Requirements      (2) = Marginal      (1) = Unsatisfactory

**Demonstrates Required Job Knowledge and Skills**






**Has the Ability to Learn and Use New Skills**






**Uses Resources Available in an Effective Manner**






**Responds Effectively to Assigned Responsibilities**






**Meets Attendance Requirements**






**Works Independently, but Seeks Direction when Needed**






**Demonstrates Problem-Solving Skills**






**Offers Constructive Suggestions for Improvement**






**Generates Creative Ideas and Solutions**






**Follows all H&S Requirements and Administrative Policies**



**COMMENTS**

**Areas of Strength:**

**Areas for further review / follow-up** *(is extended probationary review required?):*

**Employee Comments:**

1. Supervisor / Manager's Signature

Date

2. Employee's Signature

Date