



SHRP Recruiting Guide for Small to Medium Sized Enterprises



www.savinohrp.ca
www.hrlive.ca
hrlive@savinohrp.ca |
705-400-7145

Table of Contents

Acknowledgements.....	4
Introduction	5
Part One: A Step-by-Step Guide to Hiring the Best Candidates	6
Step One: Meet with the Hiring Manager.....	6
Step Two: Prepare the Job Description	6
Define Knowledge, Skill, and Ability (KSA).....	6
Determine Results and Accountability.....	7
Environmental Conditions	7
Physical, Mental and Sensory Efforts.....	7
How to use the National Occupational Classification (NOC) system when creating a job description:.....	7
Step Three: Job Evaluation - Getting Your Compensation Right.....	8
Step Four: The Job Posting.....	9
Job Posting Checklist.....	9
Step Five: Initial Candidate Screening.....	10
Objective Assessment.....	10
Other Subjective Risks	11
Reviewing Applicants	11
Step Six: On-Site Interview Checklist	12
Step Seven: The On-Site Interview Guide	13
Candidate Questions.....	13
Behavioral Interview Questions:.....	13
Preparing Your Interview Guide	13
Questions to Avoid	14
Step Eight: The Post Interview Evaluation.....	15
Step Nine: Candidate Assessment, Background Checks & Referencing	16
References.....	16
Verifying Employment, Educational and Professional Credentials	16
Skills Assessments.....	16
Aptitude & Interpersonal Assessments.....	16
Criminal & Credit Checks	17

Step Ten: Presenting an Offer	18
Step Eleven: On-Boarding	19
Mandatory HR Policies	19
New Hire Checklist	19
On-Boarding Checklist	20
To do on the new employee's first day	20
Within the first 2 weeks.	20
Within the first 3 months on the job.	20
During first 6 months on the job:	20
Part Two: Hiring Incentives & Resources.....	21
Service Providers in Our Communities Include:	21
Candidates with Disabilities	21
New Canadians	21
Apprenticeship and Grant Programs	22
Conclusion	23
Appendices	24
JOB DESCRIPTION QUESTIONNAIRE	25
JOB DESCRIPTION	29
REFERENCE CHECK CONSENT FORM	31
INTERVIEW GUIDE & RANKING SYSTEM	32
NEW EMPLOYEE INFORMATION FORM	34
EMPLOYEE PROBATIONARY PERFORMANCE REVIEW	35

Terms of Use

Information in this guide is provided on a complementary basis and solely for the user's information. While extensively researched and thought to be accurate, this information is provided strictly "as is" and without warranty of any kind, either expressed or implied. Savino Human Resources Partners Limited and its employees or contractors will not be liable to you for any damages, direct or indirect, or lost profits or data arising out of your use of information provided in this guide. Use of this free resource constitutes acceptance of these terms and conditions.

© 2021 Savino Human Resource Partners Limited
o/a SHRP Limited



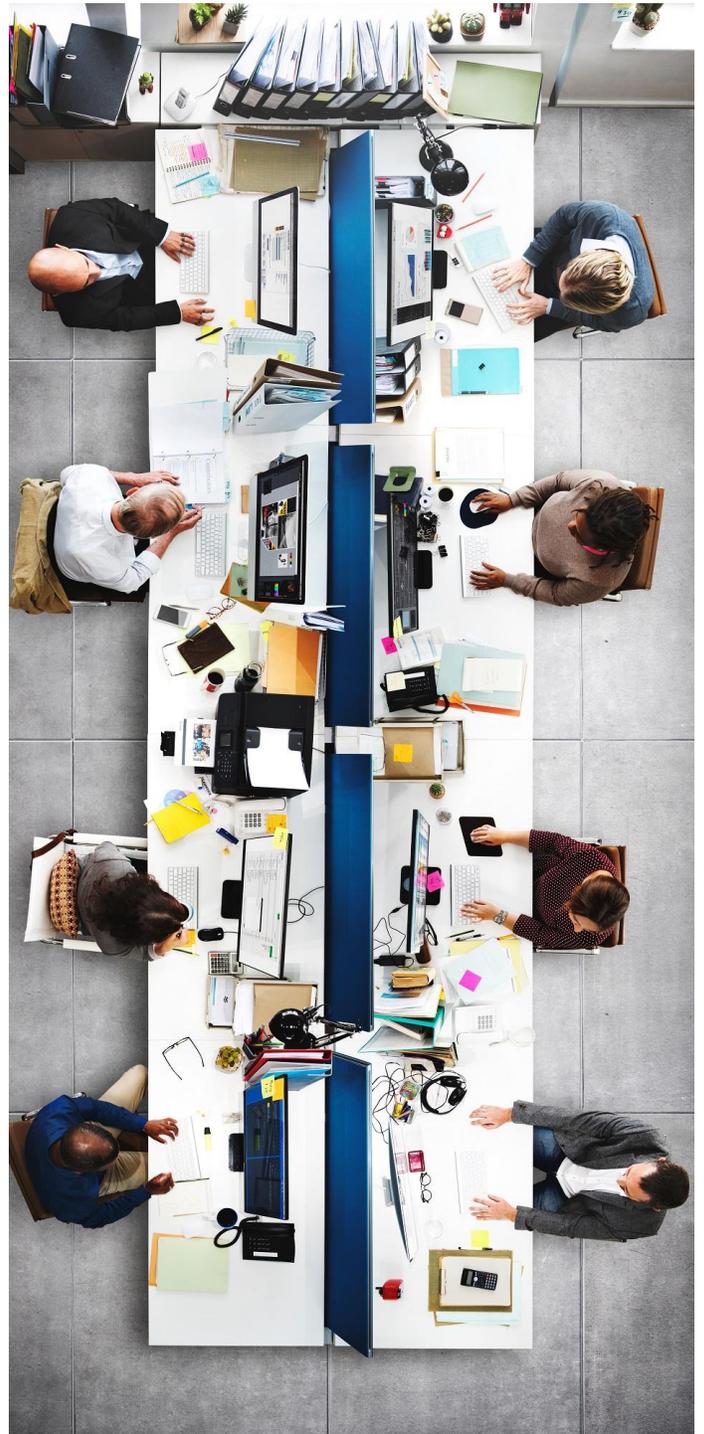
Introduction

You already know that having highly engaged and skilled staff is key to successful outcomes at all levels of an organization. The first and most crucial step in bringing together a great team is having a structured recruiting process in place. By taking the extra time to carefully evaluate applicants, you will ensure that you have identified the best candidates for your organization. You will also avoid the long and occasionally unfruitful exercise of trying to develop desired competencies in staff who may not be well suited to your operational needs and expectations.

Whether you are expanding current operations, or replacing existing staff, then recruitment is definitely your most important order of business. Even if you've decided to hire someone recommended by a colleague, relative or current employee, it is critical that you follow a consistent, structured process. Regardless of whether or not you are working with a community agency or a professional recruiter, your organization's own screening process must be rigorous.

Even if you have the budget to fund significant training and professional development opportunities, these resources will not address a fundamental mismatch between your requirements and a candidate's core competencies. Define what you need as precisely as possible and then find that person.

The following is a step-by-step guide to help you effectively navigate the search and hiring process. An effective recruitment strategy, from job description preparation through to new employee on-boarding, will ensure that your workplace is accessing the best possible talent to meet your organizational needs.





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

Step One: Meet with the Hiring Manager

By “Hiring Manager,” we mean the person to whom the new employee will be reporting. If you are the one conducting the search directly, you can move on to Step Two.

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 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 upfront.

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 and accurate job description:



Define Knowledge, Skill, and Ability (KSA)

We've included a Job Description Questionnaire in the Appendix ([Click here](#)) to support your review, but here is a list of questions to help you define the KSA's 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 either formal education or experience (or both)?
- How often must the expertise be utilized? Brain surgeons do not conduct brain surgery every day, but they must possess highly specialized knowledge to do so, when called upon.

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 4 to 6 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 have to 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 1 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)? 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 questionnaire tool to help you build your job description is included in our Appendix ([Click here](#)). In addition to our job description tool, Service 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 Service Canada can be a good place to start. In addition to following the guidelines detailed earlier in Step Two, it may also be helpful to review the NOC Tables, available in print and online (www.hrsdc-rhdcc.gc.ca/noc). 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 which 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 the WDB's portal for Labour Market Information:

<http://www.wdb.ca/labour-market-info/>

Statistics Canada also provides relevant wage data that can be drilled into by occupation or region (or both):

http://www.jobbank.gc.ca/wage-outlook_search-eng.do?reportOption=wage

Naturally, you should ensure that your 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.labour.gov.on.ca/english/es/pubs/guide/>

The Ministry of Labour also provides information concerning minimum age requirements for young workers:

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, bonus or retirement savings plans, review with a qualified consultant is recommended to ensure that you organize your programs in a competitive yet sustainable manner. The initial costs of so doing 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:

<http://www.payequity.gov.on.ca/en/tools/Pages/minikit.aspx>

Because of the significant technical detail required to organize this information properly, it is recommended that you initially consult with a qualified practitioner who regularly conducts job evaluation 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

1. 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.

2. 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."

3. 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.

4. Practical details:

In order to avoid applications from people who are not willing to commute to your location, 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.
- 2) If travel is required.
- 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.

5. 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, it 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 legitimate relationship to the work being performed (for example, if the position is for a construction laborer 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*").

6. Don't "sugar coat" 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.

7. 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 outlets.

Step Five: Initial Candidate Screening

Objective Assessment

Everyone has bias. As soon as you make an assessment of 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.

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 154,590, 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 a number of unrelated areas.

Of course, neatly organizing interview results into one category or other 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 a big pile 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 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.

As your first point of contact with candidates, 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 bringing in for an in-person interview. In-person interviews are time consuming for applicants (and you), so some form of preliminary screening is needed. Many online job posting boards include "pre-screening" features which can be an excellent way to filter candidates.

Aside from confirming that the candidate has the basic knowledge, experience, skills, education, and other requirements for the role, the phone screen 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) 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 group? 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 Interview Checklist

After completing the pre-screen phase you will have a short-list of candidates who are suitable 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 brought back for interviews, 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.

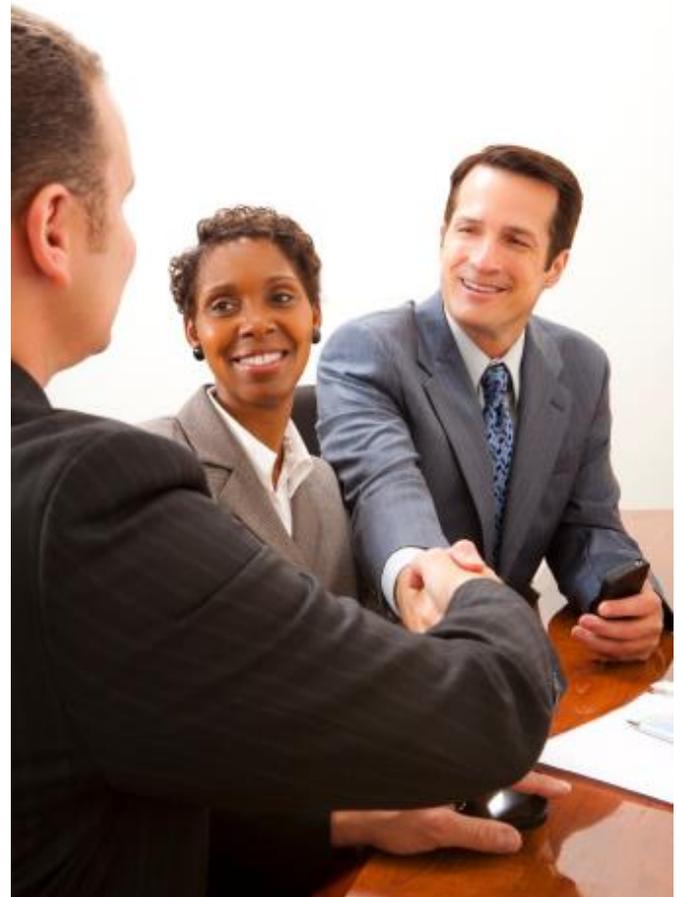
The following checklist will help everyone involved in the interview process to be prepared:

- 1) Prior to the interview, ensure that each candidate has received an email (or other communications) which includes details about the meeting location, 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 bring 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 our Appendix or [click here](#).

- 2) The day of the interview, have a folder ready for each participating interviewer which includes 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.

- 3) It is a nice gesture to have a package waiting for the candidate at the interview site. This might include bottled 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.



Step Seven: The On-Site 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 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?
 - 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 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?

Behavioral 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. She doesn'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 interview guide using a combination of questions from the pool of questions mentioned above. Tailor your guide to the key KSA's 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 which are likely to be encountered in the role. Standardize this and apply it to each candidate meeting.

For a sample Interview Guide, see the Appendices ([click here](#)).

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 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 review detailed review, see the Ontario Human Rights Commission [OHRC]:

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 over 18 for a specific job, for example a role which involves serving alcohol, you should verify their age by asking "Are you 18 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:

<http://www.ohrc.on.ca/en/iv-human-rights-issues-all-stages-employment/9-more-about-disability-related-accommodation>

- **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.





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 ([click here](#)).

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 candidate has left the room, while the interview is still fresh in your mind.

See the sample ranking system (“Core Competency Assessment”), included in the Appendices ([Click here](#)).



Step Nine: Candidate Assessment, Background Checks & 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 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 he or she directly reported (assuming they have work experience – if they don't, 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.

A Reference Check Consent Form template is included in the Appendices ([Click here](#)).

Many recruiters will conduct a simple online search through Google and other popular social media sites such as LinkedIn, Twitter, Facebook, Pinterest, and blog-posts 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].

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 work station 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.

Aptitude & 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 & 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.

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:

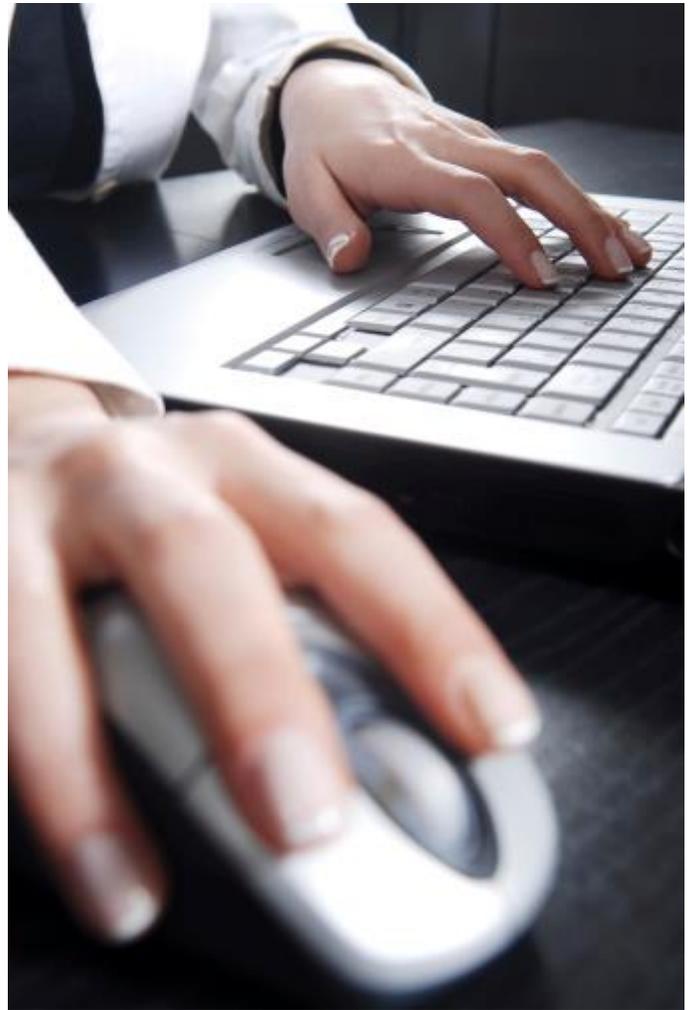
<http://www.rcmp-grc.gc.ca/en>

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? Generally speaking, 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 CFO, 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 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 which clearly establishes and confirms your working relationship:

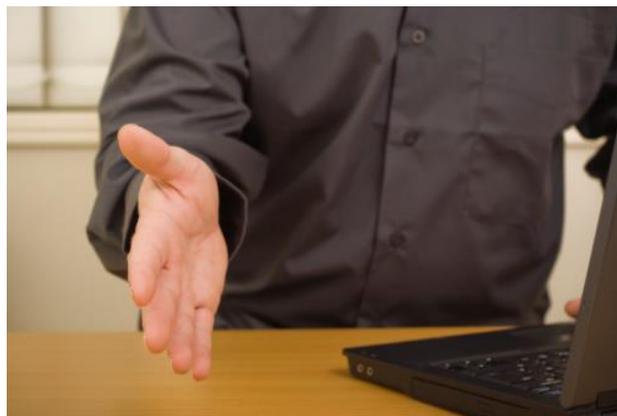
1. The Preliminary Verbal Offer: Before you go to the trouble of preparing an offer package, you do want to touch base with the candidate to ensure that they are still available and interested in the position. Remember that you might be catching the candidate off guard -- assure him or her that you do not expect an answer from them until they have had a chance to review the offer letter. Let the candidate know when he/she can expect to receive this.

2. Put it in Writing: It is very important to put all details of the offer in a letter 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. 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).
- 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.
- 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: On-Boarding

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:
<http://www.carswell.com/product-detail/pocket-ontario-ohs-act-regulations-2016-consolidated-edition-carswells-green-book-preview/>
5. "Health & Safety at Work" poster:
https://www.labour.gov.on.ca/english/hs/pubs/poster_prevention.php#download

6. Employment Standards Act poster:
<https://www.labour.gov.on.ca/english/es/pdf/poster.pdf>
7. WSIB "In Case of Injury" poster:
http://www.wsib.on.ca/WSIBPortal/faces/WSIBArticlePage?fGUID=835502100635000270&_afLoop=170303056664000&_afWindowMode=0&_afWindowId=null#%40%3F_afWindowId%3Dnull%26_afLoop%3D170303056664000%26_afWindowMode%3D0%26fGUID%3D835502100635000270%26_adf.ctrl-state%3Dedgoctaz_4

*Staff training is required to address H&S, AODA and Workplace Violence & Harassment prevention. See our [website](#) for online modules to address all of these requirements, <http://www.savinohrp.ca/training.php>

New Hire Checklist

Suggested content to include:

1. Biographical & Personal Information ([click here](#)) for a New Employee Information Form.
2. Copies of Social Insurance Number (SIN) & Photo Identification, confirming same (for example, a Driver's license)
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 / licenses)
6. Signed Offer Letter or Employment Agreement (job description included as a signed appendix)

On-Boarding 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, voice mail and email set-up (where applicable).
- It is always a nice gesture to make lunch plans for employee's first day.
- Assign employee(s) with similar responsibilities to act as the new employee's coach/mentor for the first week or two. A formal on-boarding/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 org-charts (which are easy to develop).
- Complete all new hire paperwork (payroll & benefits information) on his/her 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 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.
- 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 or on the employee's first day and they should sign an acknowledgement to certify their agreement and understanding of these policies. Click here for a list of policies and training requirements for all new hires.

Within the first 2 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 on-boarding 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 3 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 a relationship and this should be a healthy, two-way dialogue. See Appendix for a sample "[Employee Probationary Performance Review](#)" form.

During first 6 months on the job:

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



Part Two: Hiring Incentives & Resources

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.

If you do not have the budget to work with a professional recruiter or HR professional, there are many tools and resources available to facilitate the search and hiring processes in your community.

In addition to recruiting support for employers there are also several financial incentives and programs available in Ontario to help offset training costs:

www.canadabusiness.ca/grants-and-financing/government-grants-and-financing/wage-subsidies

OR

www.ontario.ca/page/hiring-incentives-employers

You can also call the Employment Ontario Hotline 1-800-387-5656, or contact a local Employment Ontario service provider, mentioned above.

First Nations Candidates

First Nations candidates bring valuable skills and perspectives to the workplace. Additional information to support your recruitment of First Nations staff can be found on the Government of Canada Website:

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

Note that Eligible organizations may qualify for contribution funding for projects that help increase Aboriginal participation in the labour market (see “Skills and Partnership Fund link below):

http://www.esdc.gc.ca/eng/jobs/aboriginal/partnership_fund/index.shtml?_ga=1.130567951.1881217433.1481736732

Candidates with Disabilities

The Federal Government has introduced several funding grants for small business 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:

<http://www.mentorworks.ca/blog/government-funding/canadian-government-grants-for-hiring-persons-with-disabilities/>

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 supporting your staffing requirements now, and increasingly, in future.

Other useful resources to consider for hiring and retaining internationally trained workers:

<http://www.cic.gc.ca/english/resources/publications/employers/roadmap/>

<http://www.hireimmigrants.ca/resources-tools/roadmap/>

<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:

http://www.esdc.gc.ca/en/foreign_workers/hire/index.page?_ga=1.93618205.1084420532.1447186596

Credential Evaluation:

<http://cicic.ca/1374/obtain-an-academic-credential-assessment-for-general-purposes/index.canada>

Apprenticeship and Grant Programs

The Government of Ontario offers numerous incentives to encourage employers to hire new graduates. There are also various tax credits available if your business is focused on innovation or environmental initiatives. Review the list below to see if your organization may qualify for any of the following subsidies or tax credits.

Apprenticeship Training Tax Credit

You may qualify for an annual tax credit of up to \$5,000 per qualifying apprentice to a maximum of \$15,000 over a 36-month period.

<http://www.fin.gov.on.ca/en/credit/atcc/>

Business growth and competitiveness — Youth internships

If your business is in Northern Ontario, you could get help to hire a recent graduate to work on your information and communications technology project.

<http://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03442.html>

Canada Summer Jobs

If you hire students for the summer, this subsidy could help you cover 50% of their wages.

<http://www.servicecanada.gc.ca/fin/index.jsp?app=prfl&frm=emp5398&lang=eng>

Career Focus

You could get funding to hire young people if you can give them useful work experience.

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

Co-operative Education Tax Credit

You may be eligible for a refundable tax credit of up to \$3,000 if you hire an Ontario co-op student.

<http://www.fin.gov.on.ca/en/credit/cetc/>

Apprenticeship Employer Signing Bonus

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

http://www.tcu.gov.on.ca/eng/employers/emp_bonus.html

Industry-Academic Collaboration Programs

Learn about financing and support that may help you develop and commercialize innovative techniques, products and services in Ontario.

<http://canadabusiness.ca/programs/industry-academic-collaboration-programs-1/>

Ontario Job Creation Partnerships

If you are planning a new business project that benefits the community, you could be eligible to hire a subsidized job seeker.

<http://www.tcu.gov.on.ca/eng/employers/jobCreation.html>

Ontario Labour Market Partnerships

You can apply for funding to deal with labour force changes that are relevant to your business or sector.

<http://www.tcu.gov.on.ca/eng/employers/labourMarket.html>

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.

<http://www.nrcan.gc.ca/careers/87>

College and Institutes Canada Clean Tech Internship

Employers can receive a wage subsidy to hire an intern for an environmental position.

<http://cleantech.collegesinstitutes.ca/>

Skills Link

You could receive subsidies to hire and train youth between the ages of 15 and 30 who are otherwise facing barriers to employment.

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

Conclusion

Following the eleven steps in this program should give you the guidance you need to carefully evaluate applicants and ensure that you have identified the best candidates for your team. Naturally, we are always available to support you through any part of this process. By investing in a more structured recruiting process, you will enjoy the long-term benefits of a cohesive culture in your workplace, reduce your organization's training and development expenses, and eliminate the high cost of frequent employee turnover. Ultimately you will be creating a positive and productive team, which is what every employer strives for. You will have also established one of the key pillars in an effective HR strategy for your organization.



Appendices

<u>JOB DESCRIPTION QUESTIONNAIRE</u>	25
<u>JOB DESCRIPTION</u>	30
<u>REFERENCE CHECK CONSENT FORM</u>	32
<u>INTERVIEW GUIDE & RANKING SYSTEM</u>	33
<u>NEW EMPLOYEE INFORMATION FORM</u>	35
<u>EMPLOYEE PROBATIONARY PERFORMANCE REVIEW</u>	35



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 3 to 6 major accountabilities). Describe each accountability by a phrase at the top of each box and indicate the appropriate percentage of the time over the course of a year that is dedicated to this accountability.

Accountability A:	%
-------------------	---

--

Accountability B	%
------------------	---

Accountability C	%
------------------	---

Accountability D	%
------------------	---

Knowledge and Skill

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

1b) Describe the responsibilities/duties for which the overall knowledge and skill described in 1a) are required.

Working Relationships

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

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

Problem Solving/Challenges

3a) Describe the types of support are available to help you to problem solve, e.g., guidelines, procedures, policies, guidance from supervisors/peers etc.

3b) Describe the typical most difficult or challenging situations that your job is expected to handle and describe how they are resolved.

Accountability

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

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

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

THANK YOU FOR COMPLETING THIS JOB QUESTIONNAIRE

JOB DESCRIPTION

POSITION TITLE: Recruiting Associate
DEPARTMENT: Administration
REPORTING TO: General Manager
LAST REVISION: January 7, 2021

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.
- Maintains relationships with hiring managers and facilitate resource allocations.
- Follow-up on new client inquires generated via client referrals and web inquires.
- Identifies multiple sources to target and engage candidates (active and passive)
- Establishes and follows processes to achieve target candidate pools
- Qualifies candidates using interviews, assessments and related tools (background checks, etc.), to determine if candidate should be considered for next steps in the recruitment process.
- Proactively identifies and contacts candidates to pre-qualify and engage interest with target candidates.
- Assesses candidate's qualifications, interests, motivation and availability as part of candidate evaluation processes, including activities such as conducting an in-depth interviews and reviewing candidate skills to match candidates with opportunities.
- Fully documents candidate information and activities, maintaining excellent records in on-line ATS / CRM systems.
- Prepare and submit qualified resumes to the business team to review.
- Builds strong relationships with candidates and accurately represents client opportunities and employment.
- Directly manages 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.

Applicant's Name and Signature

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>Do you have any supervisory experience in the manufacturing field ?</p> <p><i>-number of staff, issues encountered;</i></p> <p><i>-comfort-level with performance management and corrective actions</i></p> <p><i>-developing a team / coaching</i></p> <p><i>-production team meetings</i></p> <p><i>-production reporting to management / owners</i></p> <p><i>-percent of time 'on-the-floor' vs office work ?</i></p> <p><i>-Health, Safety, Environment (JHSC experience) ?</i></p> <p><i>-quality, continuous improvement ?</i></p>	
<p>Interest in this position ?</p> <p>Why leave current position ?</p> <p>Reasons for leaving last 3 positions ?</p> <p>Have you previously quit or been terminated ?</p>	
<p>Experience with automated machinery, robotics, CNC (CNC not strictly required)</p>	
<p>What is your proficiency with business software (Excel, Word, Inventory / Production systems, ERP's)?</p>	
<p>Experience in custom manufacturing (48 hour turnaround / just-in-time) ?</p>	

Scheduling production based on order priority ? Prioritization of orders and delivery scheduling ? Experience with coordinating logistics / delivery ? Experience with roll form steel (fabrication, trim, benders) ? Construction materials experience ?	
What are your salary expectations?	
Availability / relocation ?	
Comments:	
CORE COMPETENCY ASSESSMENT:	EXCEEDS (E) MEETS (M) DOESN'T MEET (DM)
KNOWLEDGE, SKILL, ABILITY	
RELATE-ABLE 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 License #: _____
MM DD YYYY

Email Address: _____

Emergency Contact Information

Surname: _____ First Name: _____

Relationship: _____ Home #: _____

Work #: _____ Other/Cell #: _____

(please inform the Company 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 Skills And Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has The Ability To Learn And Use New Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses Resources Available In An Effective Manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds Effectively To Assigned Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets Attendance Requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works Independently, but Seeks Direction when Needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates Problem Solving Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offers Constructive Suggestions For Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generates Creative Ideas And Solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follows All H&S requirements and Administrative policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Terms of Use

Information in this guide is provided on a complementary basis and solely for the user's information. While extensively researched and thought to be accurate, this information is provided strictly "as is" and without warranty of any kind, either expressed or implied. Savino Human Resources Partners Limited and its employees or contractors will not be liable to you for any damages, direct or indirect, or lost profits or data arising out of your use of information provided in this guide. Use of this free resource constitutes acceptance of these terms and conditions.



Contact Us to Support the Development of a Results-Oriented HR Strategy for Your Organization

VOICE 705.400.7145 EMAIL hrlive@savinohrp.ca

WWW.SAVINOHRP.CA



COMPLIANCE

AODA
Harassment /
Violence Prevention
Health & Safety

SERVICES

HRIS & Payroll
Benefits
Staffing
On-site HR

ORGANIZATION

Job Descriptions
Compensation Planning
Policy Manuals
Employment Agreements

TALENT OPTIMIZATION

Recruiting
Executive Search
Assessment Tools
Performance Management

BEST PRACTICE

Employee Opinion Surveys
Leadership Training
Performance Improvement
Conflict Resolution