Recruiting Guide and Tools

Recruitment is the first step to the employment relationship and the hiring decision is one of the most important decisions that an organization makes. Your recruitment process is also strong reflection of your culture and the value you place on employees and your brand and culture will shine through, for better or for worse, at each step in the recruitment process

Getting the right person into the right job correctly is critical. To do this requires planning, preparation, and a disciplined approach from start to finish to avoid expensive risks and liability.

Note: these guidelines are general in nature to help you through the process. The specific legal obligations are set out by the employment legislation that applies to your organization: provincial, territorial, or federal, as the case may be. Part of the preparation is ensuring that you understand and adhere to the correct legislative requirements for recruitment and selection. If in doubt at any time, you are strongly encouraged to speak with an HR professional and/or employment lawyer. As the saying goes, “an ounce of prevention is worth a pound of cure” (Benjamin Franklin).

In this guide you will find

OBJECTIVES OF THE RECRUITMENT PROCESS

- identify, select, and hire individuals who have the qualifications **AND** fit with your organization's team **AND** want to be a part of it
- apply a **methodical, objective process** to get the right person into the right job correctly the 1st time

RECRUITMENT PROCESS STEP BY STEP

BEFORE STARTING

1. **Define need for job.**
   - do you really need to hire a new person? Why?
   - can the work be re-distributed instead? are all parts of the job necessary?
   - is this a regular full- or part-time position, full- or part-time contract? other solutions?

2. **Draft the job description.**
   Job descriptions are useful tools in many ways, including recruitment, orientation, performance management, training & development.
   - start with a job summary or "thumbnail sketch"
   - define the job's responsibilities, tasks, authority, reporting (direct, indirect), qualifications
     - a candidate needs to know what s/he will be doing, how s/he will be measured so they can self-assess whether or not to apply for the job
   - include your organization's Vision, Mission, Values as available.
     - if you want to embed your organization's Vision, Mission, Values into the culture then these should be included in the recruitment and retention processes: posting, interviewing, offer, orientation, policies, performance appraisal, etc
   - the job description will help you select appropriate candidates

3. **Determine search venues (websites, papers, agencies, etc), approx cost, time.**
   - recruitment sources include: local/regional/national websites, provincial sport organizations, Canadian Olympic Committee, Canadian Paralympic Committee, associations, universities/colleges, agencies, Sport Information Resource Centre(SIRC), Indeed, LinkedIn, etc
   - where has your organization had the most success? the least success?
   - what makes sense for the position? how much is in the budget for advertising / posting?

4. **Determine number of interviews, who will be involved and time to completion.**
   - interviewing should be, at minimum, a 3 step process.
     - the 1st step in the process is a screening interview by phone to ascertain minimum requirements ("knock out factors") in order to arrive at a short list of qualified candidates
     - the 2nd step is a "live", preferably in person, meeting with the shortlisted candidates to delve into the candidates' background, interest, and fit for the job. The results from this step will be either a shorter list of qualified candidates or the decision to start the process over.
     - the 3rd step is another "live", in person meeting to further assess fit, possibly involving more members of the team, and to validate your assessment of the candidate
   - whether you use a hiring panel or not, ensure interviewers know the "do's and don'ts", are appropriate for the interviews, will respect candidate confidentiality
   - once the recruitment process starts, move quickly to not lose good candidates. Set timeframe.

- **5. Prepare budget.**
  - search costs - posting cost, agency fees, etc
  - wage & benefits - what salary is anticipated for the position? Bonus? Add statutory payroll costs, benefits, perqs, tools, etc. Be mindful to consider internal equity issues.
  - travel - for candidates and any internal interviewers
  - other - example: tests, signing bonus, training, renting meeting rooms if off-site, etc

6. Get written approval to hire from your manager, as appropriate, including budget.

- even if additional staff is budgeted, typical protocol requires pre-approval to hire
- submissions for approval to **your manager** must be made in writing and contain:
  - need for position, type, job description
  - recruitment sources, steps, who involved, timeframe and time to completion
  - total budget: search costs, wages and all employment costs, etc
  - any anticipated issues, such as internal equity
- upon written approval of the submission by **your manager** can the recruitment process begin

7. Draft job posting appropriate to venue and review with appropriate parties.

- the clearer the posting is about the employer, the job requirements and the qualifications, the easier it is to target and attract the right candidates
- extract the job posting from the job description and include a section “a career at ORGANIZATION NAME offers…”. This section addresses "why would anyone want to work at ORGANIZATION NAME" and it is not just about wages and benefits.
- some websites allow full descriptions at no extra cost
- have others review the posting to ensure it sends the desired message to the right audience
- be clear on the application requirements: how, by when, to whom
- also be clear if only candidates who will be considered for an interview will be contacted

8. Verify accuracy and post job.

- ensure that details, especially contact information, are correct before posting. Once posted, print ads usually cannot be corrected (for free) and editing may be limited by other sources.

AFTER THE POSTING

For every job there should be “knock out” factors (absolute minimum requirements) pre-determined in advance (usually present in the posting). “Knock out factors” are key to efficiently sorting resumes and for the initial telephone screen.

9. Review, sort applications.

- know what you're looking for - what are the essential requirements? the "“knock out” factors?
- take a moment to scan the entire application - don't let an initial perception determine whether to keep or eliminate a candidate until you have seen the entire application
- the applications can normally be sorted into "yes", "maybe", and "no" groups
- if there has been a large number of applications, sorting may be required twice
- the objective is to identify those candidates whose application has the most merit and should be contacted. These candidates are the "yes" group who will initially be interviewed by phone and from the phone process a much shorter list will materialise for in person 1st interviews

10. Prepare telephone interview screening questions (identify "knock out" factor(s)).

- this is a very valuable, efficient, and generally effective process that saves everyone's time, including the candidates', and the in-person interview candidates will be of stronger calibre than when selecting from the resume alone
- the purpose of the telephone screen is to determine if there is enough of a match to invite the person to an in-person interview
- the process should be "cut and dry" to identify weak candidates quickly on the tangible "must haves" and to identify the stronger ones to invite to an in-person interview
- the key is knowing the absolute "must haves", and to what degree
- try to limit to 10 "cut and dry" questions as a maximum as this is simply a screen. Avoid soft questions. These are best for face to face interviews.

11. Conduct telephone interviews for potential candidates.

- introduction and explanation regarding the purpose of the call (ex. many applications, need to identify a manageable list of candidates to meet in person, if successful will receive another call to be invited to an in-person interview)
- ask if this is a good time to talk
- on a "cold" call, the candidates are unprepared so it is unrealistic to expect them to recall the posting in detail and to provide "perfect" answers, hence the value of the "cut and dry" questions
- ask everyone the same prepared questions
- avoid a full-blown interview over the phone. Ask extra questions only if necessary.
- **make notes**
- ask the candidates if they have any questions
- thank the candidates for their time and remind them of the next steps

12. Identify candidates to be invited to 1st in person interview

- invite the strongest candidates from the telephone screen
- 7 to 8 candidates is a good number to start with for 1 full day (hopefully more are not needed)

13. Prepare 1st interview questions: core questions plus any questions from application.

Identify the core questions most appropriate for the job being filled and that will be asked consistently of each candidate. Questions should address the needs and responsibilities of the job as well as probe into "fit" with your organization's work environment and values.

- prepare job related questions (use the job description as a starting point)
- prepare questions to assess congruency with your organization's environment and values
- prepare job-related questions regarding the candidates' application
- prepare behaviour-based questions to assess depth and breadth of particular skills
- prepare situational questions if there are specific scenarios that employees need to know how to address, and / or you want to ascertain thought processes and reactions
- **ensure interviewers are trained on conducting interviews, what <u>not</u> to ask, say, or do**

14. Conduct 1st interviews.

- ideally, hold all interviews on the same day for easy recall and comparison
- ensure the interview room is private with no distractions
- ensure interviewers know what <u>not</u> to ask, say, or do, and respect confidentiality
- **take notes during the interview**

- allow 45 minutes per interview with 15 minutes afterwards to de-brief and complete notes
- stay positive and focused during interview…even if the candidate is not what you expected
- be consistent in the core questions that are asked of each candidate
- probe into anything job-related on candidates' application
- listen intently to responses. Let the candidate do the talking.
- if the job has been advertised, do not describe it to the candidates at the beginning. They should be prepared for the interview, know what it is that they applied to and be prepared to relate their experience and skills accordingly and have looked at your organization's website as a minimum. They should also have questions ready for you/the hiring panel. Feel free to talk about your organization / the job at the end and when answering their questions.
- at the end, thank the candidate for their time and let them know what to expect next
- **complete notes, especially any unusual statements, behaviours, your response if any**

15. Decide who, if anyone, proceeds to a 2nd in-person interview.

The first in-person interview is for delving into candidates' backgrounds, interests, and fit for the job in order to short-list the best, ideally 2 or 3 candidates, to be invited to a second in-person interview.

- if using a hiring panel, or several interviewers, the interviewers discuss each candidate and come to agreement as to who should proceed to the 2nd interview

16. Call candidates from 1st in-person interview to inform them of their status and thank them for their time.

- this is a "must do" courtesy as each candidate took time to come to the interview
- keep the regrets simple "more strongly qualified candidates"
- be very careful with feedback if asked - if in doubt, avoid providing feedback

17. Prepare 2nd in-person interview questions.

The 2nd in-person interview is about further assessing fit with the team/organization and to validate your assessment of the candidate from what you have iobserved to date.

- again, have some consistent core questions for each candidate, especially regarding fit with your organization's environment and values
- feel free to ask certain questions again (looking for consistency)
- delve into anything from the 1st in-person interview that should be further explored

18. Conduct 2nd in-person interviews.

The interviewers should consist of one person from the 1st interview plus different but relevant interviewers, such as team members, indirect managers, manager's manager.

- ideally, hold all interviews on the same day for easy recall and comparison
- ensure the interview room is private with no distractions
- ensure interviewers know what not to ask or say, and respect confidentiality
- **take notes during the interview**
- allow 60 minutes per interview with 15 minutes afterwards to de-brief and complete notes. Take more time at this stage to learn as much about the candidate as possible.
- be consistent in the core questions that are asked of each candidate
- the candidates should be better prepared for this interview with better, more focussed questions
- provide the full job description to each candidate

- provide a tour of the facility / offices if appropriate
- ensure candidates have enough knowledge about the organization and the role to make a good decision if offered the job
- ensure you have enough information about the candidates to make a selection decision. Consider their skills, experience, behavior, cultural fit, and future potential.
- at the end, thank the candidate for their time and let them know what to expect next
- **complete notes, especially any unusual statements, behaviours, your response if any**

19. Decide who, if anyone, proceeds to another interview, if necessary, and / or moves to reference check stage.

- if using a hiring panel, or several interviewers, interviewers to discuss each candidate and come to agreement as to who should proceed to another interview, if necessary, or to the reference checking stage

20. Call candidates from the 2nd in-person interview to inform them of their status and thank them for their time.

- this is a "must do" courtesy as each candidate took time to come to the interview
- keep the regrets simple "more strongly qualified candidates"
- be very careful with feedback if asked - if in doubt, avoid providing feedback

BEFORE MAKING THE HIRING DECISION

21. Determine degree of background checks required as appropriate, and legally permissible, for the position and in keeping with your organization’s policies.

- at a minimum, reference checks must be done for all positions
- credit, criminal, driving, education checks are job specific and not appropriate for all jobs

22. Ask final candidates (those still in the running after the last in-person interview) for reference checks only if you are seriously considering them.

- references should be requested only after the final interview and there are 1 or 2 candidates (ideally 2) who are clear “finalists”
- ask the finalist candidates for 3 references, ideally work-related from those who can speak to the individual's work, such as previous managers
- personal references are not relevant as they cannot validate work related experiences, skills, knowledge etc
- be wary about anyone who cannot provide employment references from previous managers

23. Prepare core reference check questions plus any specific to the candidate.

A reference check is also a structured process that requires knowing what information you want to extract, being consistent in the questions that are asked of each reference, knowing what not to ask, setting aside sufficient time, and making notes after each telephone call for referral and comparison afterwards.

- references should "validate" the information from the interview and provide more clarity to the candidate’s experience, skills, knowledge, and fit for your organisation
- prepare job related questions
- prepare questions meant to assess congruency with your oganization’s environment and values
- prepare job-related questions regarding the candidates' application

24. Conduct reference checks by phone.

- references should be done “live”, over the phone, to hear the tone of the answers
- ideally, hold all references on the same day for easy recall and comparison
- allot enough time (30 to 45 minutes per reference) in a private space with no distractions
- introduction and explanation regarding the purpose of the call including the fact that the candidate provided the reference's name; ask if this is a good time to talk
- be consistent with the core questions that are asked of each reference
- know what not to ask or say
- **take notes during the reference discussion**
- probe into anything job-related on candidates' application
- thank the references for their time

25. Review finalists with manager, as appropriate, and confirm salary to be offered

- hiring manager to discuss finalists with manager re best fit against qualifications
- select 1st and 2nd choice and confirm salary to be offered and other terms

26. Draft a comprehensive offer of employment. Include a conditional clause as appropriate.

- the offer of employment should articulate the main terms of the employment relationship that are important to both the employee and the employer
- if creating a new letter of offer template, have it reviewed by your employment lawyer
- use a “letter” style approach to offer the employment opportunity, welcome the new person and express a positive message about having the person join the team
- include your organization’s Vision, Mission, Values as available, in the offer letter
- elaborate on important terms of the employment relationship: pay, hours of work, vacation, sick days, group benefits & cost, confidentiality, non-competition/solicitation as appropriate, etc.
- refer to other organizational policies and include as an attachment to the offer letter
- include all forms
- include the full job description with the job offer, even if the candidate has already received a copy during the interview process

27. If you require other background checks such as credit, criminal, driving wait until the reference checks are completed.

- these other checks should only be made for the candidate that you are prepared to hire and are ready to make a conditional offer of employment (upon successful credit/criminal/driving checks)
- ensure that the offer letter and agreement include a conditional clause
- identify and utilise qualified 3rd party to undertake credit, criminal, driving checks

28. Once all checks successful, confirm conditional offer / make offer (as appropriate).

29. Once offer is accepted in writing by candidate, inform unsuccessful finalist candidates of their status and thank them for their time.

At the final stage, if there are several strong candidates with positive reference checks, it is wise to not provide regrets to any until an offer of employment is accepted and signed by the selected candidate. In the event that the offer is declined, the next candidate in line would be available - subject to any other background checks as necessary.

- this is a "must do" courtesy
- keep the regrets simple "more strongly qualified candidate"
- be very careful with feedback if asked - if in doubt, avoid providing feedback

AFTER MAKING THE HIRING DECISION

30. Once offer accepted, make announcement within the organization of new the hire.

- nobody should be surprised by the arrival of a new employee
- a new employee should feel welcomed upon arrival and not surprising anyone
- announcement should be professional
- be sensitive if the new employee is replacing a departed employee

31. Ensure office/work station clean and ready.

- ensure all tools, stationary, supplies, business cards, voicemail, e-mail, etc are ready

32. Prepare and conduct a comprehensive orientation for the new employee.

Orientation is an important start to an employment relationship. A solid and welcoming orientation has been proven in studies to be a strong factor in retention – employees remember a positive orientation for a long time and it sets the tone for a positive employment relationship.

- use a comprehensive orientation checklist to ensure nothing is missed
- tailor the checklist to the position being filled, if necessary, by simply crossing out non-applicable parts and adding other parts under "other"
- **once orientation is complete, both the employee and "orientor" sign and date the checklist as being complete and understood**

33. Review job description and set performance expectations/objectives for the new employee.

- establish clear lines of responsibility, authority, and accountability
- use the full job description as the basis for setting objectives for each employee
- these objectives should be defined for the new employee's orientation as his / her performance appraisal starts as of "day one".

34. Regularly touch base with employee to monitor performance and adaptation. Conduct a review before the probation period expires.

- consider the first 3 months as the "real" orientation period
- this is the time for more frequent meetings with the new employee, monthly or more frequently if needed, to assess his / her performance and fit. This is where the objectives and your organization's Vision, Mission, Values are important to have in writing in a performance appraisal document from the start (day one).
- if problems arise, these need to be formally documented and the employee made aware of the problem, the expectations, the potential consequences, and ideally sign off on these documents.
- if during the probation period you realise that you made a hiring error and that the person is not suitable, move quickly to remedy the situation, including termination if needed. This is the basis of the expression "hire slow, fire fast". As with all terminations, however, seek professional advice first.
- once the employee "passes" the probation period, keeping tabs on the employee's performance should fall into the same routine as for the others:
  - during scheduled 1:1 meetings to review performance to date
  - as needed when issues arise
  - during staff meeting
  - in the course of day to day activities

<u>SAMPLE PHONE SCREENING QUESTIONS</u>

1. tell us about your experience in required skill -> knock out factor??

2. describe your required skill/experience -> knock out factor??

3. describe proficiency with required skill/experience -> knock out factor??

4. do you have experience with required skill/experience -> knock out factor?? - describe

5. confirm education - knock out factor??

6. geographic location - knock out factor??

7. why are you looking?

8. what are your salary expectations- knock out factor??

Other possible screening questions include:

9. If travel / overtime are important, enquire about ability to do so - knock out factor??
10. If bilingualism is required, enquire - knock out factor??
11. If any skills will be tested, advise candidate up front
12. Ask about any other key requirement knock out factor??

DEVELOPING INTERVIEW QUESTIONS

Good interview questions will draw information out of the candidate about their skills, abilities, experience, knowledge and/or competencies. Use a variety of types of questions, such as behaviour- or competency-based questions, situational questions, and knowledge-based or technical questions

Behaviour or Competency Based Questions

Behaviour-based questions use open-ended questions designed to encourage the candidate to describe what they have done in the past and focus on asking candidates for specific examples of how they have performed in a specific activity in the past. **The basic premise behind behaviour-based interview questions is that past performance is the best indicator of future job performance.** A behaviour-based question is developed so that the candidate's answer demonstrates how they think or act in a certain situation by describing a real life experience, i.e., what happened and what the outcome was. It is best to ask for a single competency per question.

The following is an example of a behaviour-based question for a client-focused position.

Please give us a specific example of a time when you resolved a difficult situation with a client. Please ensure that you:

- *Describe the situation.*
- *Explain what you did.*
- *Provide information on the end result.*

Situational Questions

Situational questions describe a brief situation and ask the candidate how they would handle the situation. By using a real scenario or situation that relates to the type of work that is required in the job, the candidate will demonstrate their understanding of the situation and ability to handle it. Situational questions are a good way to assess a candidate's judgement skills.

For example, a situational type question for an Administrative Assistant position might be:

You have a long list of things to do including drafting a number of urgent letters, updating various data bases, answering some outstanding general inquiries, and formatting an important report duel next week. Then, your work phone starts ringing. Please tell us:

- *What will you do first, and;*
- *How will you prioritize your work?*

Knowledge Based or Technical Questions

Knowledge based questions assess a candidate's knowledge that is required in the job and expected that a candidate with the necessary education and related experience would already have. Knowledge bases can also often be assessed in reviewing the résumé and/or through testing.

For example, for a Health & Safety professional, a knowledge-based question could be:

- *Explain the Risk Assessment requirements under Bill 168*.

Tips and Tricks to Developing Good Interview Questions

- Prepare well thought out questions related to the most significant job duties and qualifications, i.e., the key qualities, knowledge, ability etc. as stated in the job description.
- Use behavioural or situational questions.
- Try this tip: take a key job duty from the job description and rearrange the words to become a behavioural based question: "Tell us about a time that you..."
- Ensure that all interview questions are job related and bias free.

TIPS FOR CONDUCTING GOOD INTERVIEWS

- Be punctual in meeting with the candidates.
- Warmly welcome each candidate and make introductions if necessary.
- Explain the process.
- Rotate the questions if using a panel with same person asking same question to each candidate.
- Practice active listening.
- The interviewer, like the applicant, should show good manners and respect throughout the entire interview. Do not answer the phone or attend to other business during the interview.
- Take good notes.
- Allow candidates to ask questions for clarification.
- At the end of the interview, ask the candidates if they wish to go back to any specific question or if they have any questions.
- Close the interview by thanking the candidate and confirming that you will be contacting them concerning the outcome within a specific timeframe.
- Evaluate the responses to the questions after each interview. Evaluate the candidates on their response to questions asked and not on gut feelings or general impressions.

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Remember to treat all candidates the same as the day progresses.

Remember to respect candidate confidentiality.

SAMPLE REFERENCE QUESTIONS TEMPLATE

Note: askt the most relevant questions that are specific to the job / environment. Add any that arose from the interviews / application.

Reference name: ____________________	Applicant name: ______________________
Date: _________________	Position being filled: ________________________

1 How do you know CANDIDATE?
   a. in what capacity?
   b. for how long?

2. Areas of strength for CANDIDATE?

3. Areas for CANDIDATE to develop/improve?

4. Rate CANDIDATE's skill / knowledge of
   a. ______________ (be specific)
   b. ______________ (be specific)
   c. ______________ (be specific)

5. Describe CANDIDATE's:
   a. work ethic
   b. punctuality/attendance/ability to meet deadlines
   c. quality and accuracy of work
   d. problem-solving/decision-making ability? Examples?

6. Ability to work:
   a. as part of a team?
   b. independently? Handle multiple tasks/priorities?
   c. with clients/customers/specific stakeholders?

7. Ability to:
   a. lead and manage projects?
   b. take and follow direction?
   c. communicate, especially expressing concerns/ideas/dissatisfaction?

8. How does CANDIDATE deal with:
   a. conflict? Examples?
   b. change? Examples?

9. How well do you think the person can work as a JOB TITLE in a (describe environment)?

10. What motivates the person? (Financial rewards? Pat on the Back? Independence? Other?)

11. What did CANDIDATE accomplish?

12. Why did individual leave past job(s)?

13. Would you (re)hire CANDIDATE?

14. Is there anything else that I should know or that you would like to add?

THANK YOU

SAMPLE ORIENTATION CHECKLIST

First Name: ____________________________ **Last Name**: _________________________

Title: : ____________________________ **Supervisor:** _________________________

Hire Date: ____________________________ **Position**: _________________________

A. Forms Completed	**B. General Information**
☐ TD1 Personal Tax Credits Return (federal)	☐ Overview of organization, chart, services, etc
☐ TD1ON Ontario Personal Tax Credits Return	☐ Overview of Employee Policies
☐ Employee Payroll Information form	☐ Hours of work and schedules
☐ Benefit Forms	☐ Code of Conduct
☐ Employment Offer letter	☐ Personal Hygiene, Dress Code
☐ Acknowledgement from Employee Policy Handbook	☐ Use of Organziation Property
☐ Orientation checklist	☐ Probation Period
☐ Driver Rules and Regulations checklist	☐ Introduction to Co-workers
☐ Other:	☐ Computer/e-mail/telephone set-up, as required
	☐ Other:
C. Compensation & Benefits	**D. General Health & Safety (as applicable)**
☐ Pay periods and pay days	☐ Explanation of Health & Safety Policies
☐ Job description review	☐ Reporting of Incidents, Accidents and Injuries
☐ Attendance and Absences	☐ Reporting Unsafe Equipment or Conditions
☐ Overtime	☐ First Aid Procedures
☐ Group Benefits Coverage	☐ Cell phone / PDA use policy
☐ Vacation	☐ WHMIS training
☐ Statutory Holidays	☐ Harassment and Violence
☐ Other:	☐ Other:
☐ Other:	☐ Other:
☐ Other:	☐ Other:
☐ Other:	☐ Other:
☐ Other:	☐ Other:

The orientation has been received and understood:

Employee Signature: ______________________________________ **Date:**_______________

Manager's Signature: : ______________________________________ **Date:**_______________

SAMPLE EMPLOYEE PAYROLL INFORMATION FORM

Reason for Completion:	o New Hire	o Re Hire	o Termination

EMPLOYEE INFORMATION

First Name:	Last Name:
Location:	Job Title:
Salary/Hourly Rate:	Payroll ID #:
Employment Classification: o Hourly Full-Time o Hourly Part-Time o Contract o Salaried o Student o Other:____________ **Start Date:** _____/_____/_____ (MM DD YY) **Last Day of Employment** ____/_____/____ (MM DD YY)	 **S.I.N #:**________________________ Termination Reason:______________________________

PERSONAL INFORMATION

Address:		
City	Province	Postal Code: _____/_____
Home Telephone: ( ) Cell Phone: ( )	Birth Date: _____ / _____/ _____ MM DD YY	
Gender o Male o Female	Status: o Married o Common-Law o Single	
Are you Legally entitled to work in Canada?: o Yes o No		

EMERGENCY CONTACT INFORMATION

Name:	Telephone Number: ( )
Relationship to you (e.g. spouse):	

BANKING INFORMATION - For Direct Deposit

Bank Name:	Bank Address:	
Account No. or **Attach a Voided Cheque:** Bank # (3 digits)	Transit # (5 digits):	Account #
EMPLOYEE SIGNATURE:		Date: _____/_____/_____ MM DD YY
Manager Signature:		Date: _____/_____/_____ MM DD YY
Approved By:		Date: _____/_____/_____ MM DD YY

PLEASE**: Attach "VOID" Cheque to avoid transposition errors in bank, transit or account #'s**

SOME LEGAL THINGS TO KNOW ABOUT RECRUITMENT

Human Rights legislation includes:

- Prohibiting discrimination in employment on the grounds of race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, sexual orientation, age, records of offences, marital status, family status and disability
- The right to equal treatment with respect to employment includes all aspects of hiring, such as advertising, screening, short-listing, assessments, and credentials

AODA (Accessibility for Ontarians with Disabilties Act, 2005) includes:

- Providing accessible emergency information to staff
- Making your employment practices accessible, from hiring to on the job

Employment Standards includes

- Knowing your obligations regarding:
  - Probation
  - Vacation
  - Overtime
  - Stat holidays
  - Termination
  - Record keeping
  - Etcetera….

Important things to remember:

- Use only bona fide requirements to screen candidates in or out of a competition – these requirements should be clearly described in the official job description
- Describe the interview or assessment process, including the expected length of time and whether there will be a written or oral component to each candidate in advance
- Ensure all candidates invited to an assessment are provided with the necessary accommodation(s) if required - be prepared to expand the time required for an assessment as a result of a candidate's disability.
- Do not discount / discriminate due to lack of 'recent' experience or 'non-Canadian' work experience
- Never make interview notes to identify or differentiate a candidate based on one of the prohibited grounds (i.e., 45-ish white male, 20-ish black female)
- Discussion or questions about a disability or perceived disability should only be made after a job offer has been made and only in regard to job related accommodation.