HR Toolkit

Hiring Top Talent

Community
Futures

01.

Have a Plan to Hire

Now that you have attracted potential candidates that applied to your job posting, it is crucial to have a planning process for selecting a new employee. Several essential steps should be taken to ensure an efficient and effective hiring process.

Steps that should be considered include:

1

Review and Screen Resumes

Gather all the submitted resumes and review them carefully. Create a shortlist of candidates who meet the minimum qualifications and desired skills outlined in the job description. This initial screening helps narrow down the candidate pool to those most likely to succeed in the role.

2

Define Evaluation Criteria

Establish a clear set of evaluation criteria that align with the job requirements and company values. This ensures consistency in assessing candidates and makes it easier to compare applicants objectively.

3

Conduct Pre-Screening Interviews (Optional)

Depending on the number of candidates and the complexity of the role, you may choose to conduct pre-screening interviews via phone or video conferencing. These brief conversations help further assess the candidates' suitability for the position before proceeding to the next stage.

4

Schedule Interviews & Assessments

Arrange interviews with the shortlisted candidates. Plan the interview format, whether it's one-on-one, panel interviews, or competency-based interviews. Additionally, consider incorporating skills assessments or work simulations to gauge candidates' abilities and fit for the role.

5

Involve the Relevant Stakeholders

Depending on the position's importance and impact within the organization, involve other team members, department heads, or key stakeholders in the interview process. Their input can provide valuable insights and multiple perspectives on each candidate.

6

Create Interview Questions & Scoring Sheets

Prepare a set of structured interview questions based on the evaluation criteria. Design scoring sheets or evaluation forms to record interviewers' assessments consistently. This approach ensures that each candidate is evaluated on the same criteria.

7

Conduct Interviews and Assessments

Conduct the planned interviews and assessments with each candidate. Take thorough notes and rate each applicant based on the predetermined criteria.

8

Evaluate Candidates and Make a Shortlist

After completing the interviews and assessments, review the feedback from all interviewers. Use the scoring sheets and input from stakeholders to create a shortlist of candidates who performed well and are deemed the best fit for the role.

9

Check References

Before making a final decision, conduct reference checks for the shortlisted candidates. This step helps validate the information provided by candidates and gain insights into their previous work experiences and performance.

10

Final Decision and Offer

Based on the evaluation results and reference checks, select the candidate who aligns best with the role and company culture. Extend a job offer to the chosen candidate, making sure to include all necessary details about the position, salary, benefits, and other relevant information.

11

Notify Unsuccessful Candidates

Once the offer has been accepted, inform the unsuccessful candidates courteously. Provide constructive feedback if possible and thank them for their interest in the position.

12

Onboarding and Integration

Prepare an onboarding plan to help the new employee assimilate into the company smoothly. Provide necessary training, resources, and introductions to ensure a successful transition into their new role.

02.

Considerations When Screening Resumes

Establish Clear Job Requirements
If you have checked out our Employee Attraction ⬀ document, you should know the importance and now have a well-defined job description with clear qualifications, skills, and experience required for the role. This will serve as your benchmark during the screening process.

Focus on Relevant Experience and Skills
Pay close attention to the candidate's relevant work experience and skills that align with the job requirements. Look for accomplishments and achievements that demonstrate their ability to excel in the role.

Check for Keywords
Look for specific keywords mentioned in the job description. Candidates who use the same or similar keywords in their resumes are more likely to have the necessary qualifications and experience.

Look for Consistency and Gaps
Examine the candidate's work history for any gaps or inconsistencies. While occasional gaps are normal, excessive or unexplained gaps might warrant further inquiry.

Assess Educational Background
Verify if the candidate's educational qualifications match the requirements of the position. Ensure they have the necessary certifications or degrees needed for the job.

Scan for Soft Skills
Besides technical qualifications, consider soft skills that are relevant to the role, such as communication, teamwork, problem-solving, and adaptability. Look for evidence of these skills in the resume or cover letter.

Review Cover Letters (if applicable)
If candidates submit cover letters, read them to gain insights into their motivation, passion for the role, and ability to communicate effectively.

Check for Customization
Some candidates tailor their resumes to match the specific job requirements. Look for signs that the candidate has taken the time to customize their resume for your company and the position.

Avoid Unconscious Bias
Be aware of potential unconscious biases that may affect your judgment during the screening process. Focus on qualifications and skills rather than personal characteristics that are not relevant to the job.

Collaborate with Hiring Team
If multiple team members are involved in the hiring process, collaborate and establish a standardized screening process. This ensures consistency and reduces the risk of overlooking qualified candidates.

Set Realistic Timeframes
Screen resumes in a timely manner to avoid losing potential top candidates to other job opportunities.

03.

Defining Evaluation Criteria

Defining evaluation criteria is a crucial step in the hiring process as it sets the standards by which candidates will be assessed and compared. These criteria serve as a guide to help you objectively evaluate applicants based on their qualifications, skills, and overall fit for the position and your organization.

Here's how you can expand on defining evaluation criteria:

☐ **Identify Key Qualifications**

Start by identifying the essential qualifications required for the job. These qualifications could include specific degrees, certifications, years of experience, industry knowledge, or any other mandatory prerequisites for the role.

☐ **List Technical Skills**

Enumerate the technical skills necessary to perform the job effectively. This might involve programming languages, software proficiency, machinery operation, or any other specialized competencies vital for success in the role.

☐ **Outline Soft Skills**

Consider the soft skills that are essential for excelling in the position and fitting into your company culture. These could include communication, teamwork, leadership, problem-solving, adaptability, and other qualities relevant to the role.

☐ **Prioritize Critical Job Responsibilities**

Understand the key responsibilities associated with the job and prioritize them. This helps determine which qualifications and skills are most crucial for the role's success.

☐ **Quantify Measurable Goals**

If possible, quantify specific goals or outcomes that the new hire will be expected to achieve. Having measurable objectives can help you assess the candidate's potential to meet those targets.

☐ **Consider Cultural Fit**

Think about your company's values, mission, and culture. Define the attributes that contribute to a positive cultural fit within the organization. Assess how well candidates' values align with those of the company.

☐ **Establish Weightage**

Assign weightage or importance to each criterion based on its significance to the role. This step helps ensure that certain qualifications or skills carry more weight in the evaluation process.

☐ **Discuss with Stakeholders**

Involve relevant stakeholders, such as hiring managers, team members, or department heads, in the process of defining evaluation criteria. Gather their input to ensure a comprehensive and balanced approach to candidate assessment.

☐ **Keep it Realistic**

While it's essential to set high standards, ensure that the evaluation criteria are realistic and achievable. Unrealistic expectations may lead to missing out on potentially good candidates.

☐ **Avoid Discrimination**

Make sure the evaluation criteria are unbiased and do not discriminate against any protected classes. Focus solely on qualifications, skills, and experiences relevant to the job.

Document the Criteria

Write down the defined evaluation criteria in a clear and organized manner. This document can be shared with the interview panel and other stakeholders involved in the hiring process to ensure consistency.

04.

Conducting Successful Interviews

Making the right hiring decisions is crucial for the success and growth of any organization. Conducting effective interviews plays a pivotal role in identifying the best candidates for a position while ensuring a positive work environment.

In this document, we will outline strategies for conducting successful interviews, provide guidance on interview questions, and offer insights on avoiding the hiring of toxic employees.

Preparation
Familiarize yourself with the candidate's resume and the requirements of the position. Create a structured interview format, ensuring consistency across all candidates.

Setting the Tone
Create a welcoming and comfortable environment for the candidate. Begin with an introduction, explain the interview process, and encourage them to ask questions.

Active Listening
Pay close attention to the candidate's responses, non-verbal cues, and overall communication skills. Engage in active listening to gain a comprehensive understanding of their qualifications and fit for the role.

Effective Note-Taking
Take organized notes during the interview to help with evaluation and comparison of candidates later.

05.

Sample Interview Questions

Below are examples of interview questions that can provide valuable insights into a candidate's qualifications, experience, and cultural fit:

- Can you walk me through your experience relevant to this position?
- What attracted you to our company and this particular role?
- Describe a challenging project or situation you encountered and how you overcame it.
- How do you prioritize and manage your workload to meet deadlines?
- Can you provide an example of a time when you demonstrated leadership skills?
- How do you handle constructive feedback and incorporate it into your work?
- Share an example of a successful collaboration or teamwork experience.
- How do you stay updated and adapt to changes in your industry or field?
- Describe a situation where you had to resolve a conflict within a team.
- How do you ensure attention to detail and maintain accuracy in your work?

06.

Should You Conduct a Technical Interview?

Technical interviews are a crucial component of the hiring process for technical roles in fields such as software development, engineering, data science, and more. These interviews are designed to assess a candidate's practical skills, problem-solving abilities, and technical knowledge.

What is a Technical Interview?

A technical interview is an evaluation method used by employers to assess a candidate's proficiency in specific technical skills and their ability to apply those skills to solve real-world problems. These interviews go beyond assessing theoretical knowledge by evaluating a candidate's practical problem-solving skills, critical thinking, and creativity.

Why are Technical Interviews Important?

Skill Validation

Technical interviews provide an opportunity to validate the skills and knowledge claimed by candidates in their resumes or application materials.

Performance Prediction

These interviews help predict how well a candidate will perform on the job by simulating tasks and challenges similar to those encountered in the role.

Cultural Fit

Technical interviews can reveal how a candidate approaches problems, communicates, and collaborates — key factors in determining cultural fit within the company.

Fair Assessment

They offer an objective and standardized way to evaluate candidates, ensuring fairness in the hiring process.

Cost Savings

By identifying candidates with the right skills and fit early in the process, technical interviews help reduce the risk of hiring mistakes and subsequent turnover.

Example Questions and Scenarios:

- Can you explain the components of the income statement, balance sheet, and cash flow statement?

- Given a set of financial statements, how would you calculate key financial ratios like current ratio, debt-to-equity ratio, and gross profit margin?

- What insights can you draw from a company's trend of decreasing profit margins over the past few years?

- Walk me through the journal entry process for recording a sale on credit.

- Explain the concept of accrual accounting and provide an example of an accrual entry.

- Walk me through the process of creating a budget for a department within a company.

- What factors would you consider when forecasting revenue for the upcoming fiscal year?
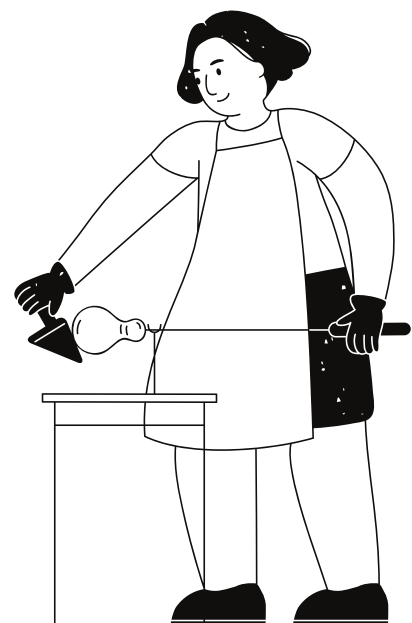
07.

Interview Considerations

During the interview, pay attention to the quality of the candidate's responses and the insights they provide.

Look for:

Alignment with Job Requirements
Assess how well their experience, skills, and achievements align with the specific requirements of the role.

Problem-Solving and Critical Thinking
Evaluate the candidate's ability to analyze situations, think creatively, and provide practical solutions.

Communication Skills
Assess the clarity, articulation, and confidence in their responses. Look for effective listening skills and the ability to convey ideas concisely.

Cultural Fit
Observe if the candidate demonstrates shared values, adaptability, and a willingness to contribute positively to the organization's culture.

08.

Make the Offer!

Creating an attractive candidate offer letter is crucial in sealing the deal with your chosen candidate and making them excited to join your organization.

Here are some tips on how to make your offer letter appealing:

☐ **Personalization**

Address the candidate by their name and mention the specific position they have been selected for. A personalized approach shows that you value the candidate as an individual.

☐ **Express Enthusiasm**

Begin the letter with a warm and enthusiastic tone. Express your excitement about offering them the position and becoming a part of your team.

☐ **Highlight Strengths**

Reinforce the candidate's strengths and qualifications that impressed you during the selection process. This will make them feel appreciated and confident in their abilities.

☐ **Be Clear and Detailed**

Clearly outline the terms of employment, including the job title, starting date, salary, and benefits package. Provide a breakdown of the compensation structure, including any bonuses or incentives.

☐ **Discuss Perks and Benefits**

Emphasize any unique perks, benefits, or growth opportunities your company offers. This could include health insurance, retirement plans, professional development programs, flexible work arrangements, or any other enticing benefits.

☐ **Acknowledge Their Contribution**

Explain how the candidate's skills and experience will be valuable to the team and contribute to the overall success of the organization. This helps the candidate see the bigger picture and the impact they can make.

☐ **Include a Personal Message from Leadership**

If possible, have a brief personal message from the company's leadership or hiring manager welcoming the candidate to the team. This adds a human touch and makes the offer more engaging.

☐ **Express Confidence in Their Success**

Convey your confidence in the candidate's ability to excel in the role and emphasize your commitment to supporting their growth and development within the company.

☐ **Be Transparent**

Provide any relevant information about the company's culture, values, and future prospects. Being transparent about the company's vision and mission helps the candidate make an informed decision.

☐ **Include a Deadline**

Set a reasonable deadline for the candidate to respond to the offer. This encourages timely decision-making and allows you to move forward with alternative candidates if needed.

☐ **Offer Contact Information**

Include contact information for the candidate to reach out with any questions or concerns. Encourage open communication and demonstrate that you are available to address their queries.

☐ **Professional Formatting**

Ensure the offer letter is professionally formatted and error-free. A well-designed letter reflects the professionalism of your organization.

☐ **Express Gratitude**

Conclude the offer letter by expressing gratitude for the candidate's interest in the position and thanking them for considering your organization.

An attractive offer letter not only covers the practical aspects of the job but also emphasizes the candidate's value and aligns with their career aspirations.

By creating an appealing and comprehensive offer letter, you increase the chances of the candidate accepting your offer and joining your team with enthusiasm.

09.

Employment Contract

After your offer of employment has been accepted, in most cases the next document that will be sent to your new employee will be an employment contact, or also sometimes referred to as an employment agreement.

Employment contracts play a pivotal role in establishing a foundation of trust and understanding between employers and employees. Maintaining clear and productive employer-employee relationships is crucial for success. An employment contract serves as the cornerstone of these relationships, outlining expectations, rights, and responsibilities for both parties involved.

What is an Employment Contract?

An employment contract is a legally binding agreement between an employer and an employee that establishes the terms and conditions of their working relationship. This document outlines the rights and obligations of both parties, ensuring that expectations are transparent and enforceable. Employment contracts are tailored to the specifics of each job role, considering factors such as job responsibilities, compensation, benefits, working hours, and more.

Key Components of an Employment Contract:

☐ **Hours and Job Responsibilities**

Defining the scope of work is essential to prevent misunderstandings and ensure that employees know what is expected of them.

☐ **Salary, Benefits, and Bonuses**

The compensation package, including salary, bonuses, benefits, and other perks, should be clearly stated in the contract to avoid disputes in the future.

☐ **Conditions of the Offer**

Background checks, reference verifications, and other pre-employment conditions must be outlined in the contract to ensure compliance with company policies.

☐ **Confidentiality and Privacy Policies**

If the nature of the job involves sensitive information, it's important to include clauses related to data protection, confidentiality, and privacy.

☐ **Layoff and Termination Clauses**

Outlining the conditions under which an employee can be laid off or terminated protects both parties and provides a clear process for these situations.

☐ **Disciplinary Procedures**

Defining the steps to be taken in case of misconduct or underperformance helps in maintaining a fair and consistent approach to discipline.

Alberta

The Importance of Employment Contracts for Alberta Businesses:

☐ **Legal Protection**

Employment contracts offer legal protection to both employers and employees. They provide a framework for resolving disputes and can serve as evidence in case of conflicts.

☐ **Clear Expectations**

A well-drafted contract sets clear expectations, reducing the chances of misunderstandings and disagreements between the employer and the employee.

☐ **Compliance with Regulations**

Alberta, like any other jurisdiction, has specific labor laws and regulations that businesses must adhere to. An employment contract helps ensure that your business is in compliance with these laws.

☐ **Mitigating Risks**

Clearly outlined terms related to confidentiality, non-compete clauses, and intellectual property rights help protect a business's interests after an employee leaves.

☐ **Professionalism and Transparency**

Providing employees with a formal contract showcases your commitment to professionalism and transparency. This can enhance employee morale and loyalty.
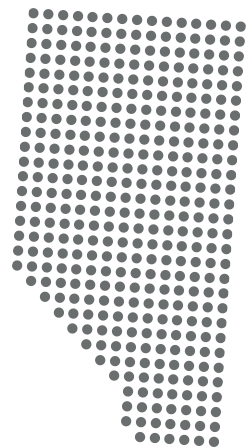
Attracting and Retaining Talent

A comprehensive employment contract that includes competitive compensation and benefits can attract skilled talent and motivate employees to stay with your company.

Avoiding Unpleasant Situations

Clauses related to termination, layoff, and discipline offer a structured approach to handling difficult situations, reducing potential tension.

It is very important to seek expert legal advice before designing your employment contract or using any templates that are found online.