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Introduction

- The most important Human Resources decision you make will be who to hire
- Poor hiring decisions impact morale, culture, and your bottom line
- Small to mid sized employers generally do not know where to begin or what to look for
- While there are no guarantees, there are tools and ways to increase the likelihood of success



Recruitment - The Challenge

- Increase competition for qualified help
- Attraction and Retention issues
- Recruiting is time consuming
- Success factors and fit are generally not evaluated
- Applicants are not scored on any scientific basis, nor are there behavioural profiles
- Pool of applicants is generally limited



Recruitment Outcomes

- Increase Productivity
- Reduce Turnover
- Reduce Training and Coaching Time
- Increase Time for Patient Care
- Hire the best qualified candidate



Identifying Critical Job Requirements

- What are the specific qualities, knowledge, skills, or behaviour needed to be successful in a job
- What kind of office culture will they work in
- Guides the interviewer to probe in particular area



Sourcing Candidates

- Employee Referrals
- Advertising in Local Papers
- On-Line Recruiting or job Boards
- College and University Job Fairs
- Professional Associations
- Recruiting for Employees should be taken as seriously as recruiting for patients
- You are also selling your work environment to potential employees



Screening Applicants

- Prior to interviewing review applicants resumes, check for de-selection criteria such as spelling mistakes, communication skills, chronological consistency, gaps in work history
- Telephone screening can also assist in exploring work history, and skills
- Create a short list of candidates to be formally interviewed



The Interview Process

- Most common method of evaluating potential employees
- Behavioural Interviewing techniques consider past behaviours to determine future actions
- Interviewer asks candidates to recall specific instances where they were faced with a set of circumstances to find out how they reacted
- Applicants are pinned down to what they did, not what they know about, would like to do, or say they would do in the future
- Avoid questions/areas that are prohibited by Human Rights Legislation i.e. age, race, ethnic origin, religion, marital status, sexual orientation etc.



Assessment of Candidates

- Documentation creates objective evidence supporting hiring decision
- Technical Skills can be taught
- Emotional Intelligence is more difficult to teach
- Fit is generally the most important factor in good hiring practices
- Assessment tools can be predictive of success and fit



Reference Checks

- Get candidates written approval or consent to conduct the reference check
- Conducted after the interview process
- Same Human Rights issues apply to reference checks
- Purpose is to verify the applicants work and performance history



Offer Letters

- Contractual agreement between the parties
- Sets out all terms and conditions of employment
- Different provisions for different positions
- Consideration of Probationary Periods, Restrictive Covenants and Termination Clauses
- Avoids disputes and costly litigation over wrongful dismissals



Offer Letters

- Absent a binding and enforceable contract, the employee is subject to an oral contract of an indefinite term
- Implied terms - in the absence of just cause, may only be terminated on reasonable notice or pay in lieu of notice
- Notice can be as high as 24 months pay or more depending on circumstances
- Offer letters can provide enforceable termination provisions



Restrictive Covenants

- Can only be achieved through the use of a contract
- Confidentiality
- Non-Solicitation and Non-Competition
 - Employer must establish that they are reasonable
 - Necessary to protect a legitimate business interest
 - Not overreaching or beyond the absolute minimum necessary to protect the interest
- Must be reasonable in activities restricted, time and geographic scope



Tips

- New Hires should be provided with the contract well before their start date
- Ensure the contract meets minimum statutory requirements under the Employment Standards Act



A Solution

- Customized Web or Paper based tools
- Ease of use, process and steps laid out for you
- The tools referred to in this vshr.ca presentation are at your finger tips
- www.vshr.ca

