

HIRING & ORIENTATION PROCESSES
STEP-BY-STEP

XXX Agency

THE HIRING & ORIENTATION PROCESS AT XXX AGENCY

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Resources:

Ministry of Labour: <http://www.labour.gov.on.ca/english/index.html>

Human Resources and Skills Development Canada: <http://www.hrmanagement.ca/>

Charity Village: <http://charityvillage.ca>

Step #1 - Job Descriptions

Who approves a job description/posting?

For XXX agency, the Board of Directors or a sub-committee of the Board approves the job description for the Executive Director. The Executive Director approves all staff job descriptions before they are posted.

What goes in a job posting?

Your job announcement should include:

- A brief description of your organization, its mission or purpose
- The title and a description of the position
- Duties and responsibilities
- Qualifications
- The supervising authority
- Mention the salary and benefits attached to the position. Specify the starting salary or salary range, or say the salary depends on experience.
- The application deadline
- Start date if possible
- Indicate the format in which you would like to receive the information
- Give a contact name and address.
- Always state that that no phone calls will be accepted

*Please see attached sample job posting below

XXX AGENCY (XXX)
INTERNAL/EXTERNAL JOB POSTING

POSITION TITLE: Executive Director
REPORTS TO: Board of Directors
DETAILS: Full-time, \$salary/year plus benefits (depending on experience and qualifications)

XXX Agency (XXX) is a by-youth-for-youth organization that... **INSERT DESCRIPTION**

Responsibilities:

Administrative:

1. Oversee the day-to-day functions of the organization, including supervision of staff working out of two locations and numerous programming satellites.
2. Provide support to the XXX Board of Directors and its committees (including youth membership) in areas such as policy development, strategic planning, recruitment, training, orientation and development.
3. Review agency policies annually and work with staff and board to determine necessary changes.
4. Perform human resources function (including recruitment, supervision, benefits administration, etc.)
5. Ensure records and files are maintained and kept up-to-date.
6. Other administrative functions as needed.

Financial:

7. Prepare and administer the annual operating budget.
8. Liaise with funders, prepare reports and program budgets as necessary.
9. Identify potential funding sources, and write funding proposals to grant making organizations (including private and public funders).
10. Develop resource and membership development plans.
11. Prepare and submit payroll information, work with bookkeeper on monthly financials.

Programming/Community Development:

12. Work with community youth and staff, and analyze social trends to identify program and service needs.
13. Develop appropriate programs and services with youth (including outreach and resource plans) in accordance with XXX's strategic plan, vision and mandate.
14. Facilitate and/or participate in community responses to current youth issues.
15. Network with other service providers, funders, elected representatives, local businesses, community members and media to promote youth issues in the community.
16. Ensure evaluation of programs, collection of statistical data, and production of program reports as required.

Qualifications:

1. Understanding and support of XXX's vision and mandate.
2. Post-secondary diploma or degree in social services, social service administration or equivalent experience in not-for profit sector.

3. Visionary leadership skills, with an innovative approach to funding strategies, program development and communications.
4. Understanding of community development approach to programming.
5. Accomplished track record of working with youth and developing community-based and/or youth-specific programs.
6. Excellent administrative and financial management skills, including human resources, budget preparation and management.
7. Strong grant writing skills and fundraising experience.
8. Exceptional organizational skills with a demonstrated ability to plan and coordinate a variety of tasks, projects and timelines
9. Excellent written and oral communication skills, including experience in public speaking and presentation delivery.
10. Thorough knowledge of Microsoft Word, Excel, and Power Point.
11. Demonstrated ability to work with diverse communities and youth.
12. An understanding of and commitment to anti-oppression and social justice issues.

Please send your resume and cover letter by mail or e-mail to:

XXX Agency
Address
Toronto, Ontario
Postal Code
Email:

ATTENTION: EXECUTIVE DIRECTOR HIRING COMMITTEE

Please note: if you are sending your cover letter/resume by email, please adhere to the following requirements:

- Send as a WORD attachment
- Note that you are applying for the EXECUTIVE DIRECTOR position
- Put your name and address as a header on each and every page of your resume and cover letter and put page numbers on these documents
- Put your first and last name on the file name so that it can be identified immediately

Closing date for applications is XXXXX, XXXXXXXX X, XXXX at 5:00pm.

*We encourage applications from members of equity seeking groups.
XXX is an equal opportunity employer.*

Only those applicants chosen for an interview will be contacted.

No phone calls please.

Step #2 - The Recruitment Process

Determine the Recruitment Process and Timeline

Recruitment is the process of searching for and attracting qualified candidates to apply for the positions that are available. Decide how you are going to recruit for the position. You should advertise in the community and through mailing lists and networks. For certain positions, you may want to advertise on charity village (which requires a payment).

*Keep a reasonable amount of time for receiving resumes (at least 2 weeks)

Choosing Your Methods of Recruitment

When deciding what method of recruitment to use, think about where your employees currently come from. Do most of your current employees come from the community? Do they come from other voluntary sector organizations, colleges or universities? Do they come from your volunteer base? Assessing where potential applicants usually come from will help you choose the best methods of recruitment for the position

TIP: A good recruitment plan includes a mix of recruitment strategies.

The most common methods of recruitment at XXX organization are:

Internal Recruitment: employees and volunteers already working at the agency are given an opportunity to apply for a new job opening. Check the agency's HR policy to determine if the position can be filled internally or if it should be posted externally too.

Considerations:

- Rewards the employee/volunteer for past performance
- Gives the employee/volunteer an opportunity for career development
- Retains the organization's investment in the employee/volunteer
- Reduces the amount of time necessary to orient the person to the new position
- Reduces the costs of recruitment
- Provides a limited number of people to select from
- Reduces the opportunity for increasing diversity within your organization

External Recruitment: the job is posted through partners and networks, local organizations, outreach workers in the community, our Facebook page as well as on internet job sites such as HRSDC, YES or workopolis.com.

Considerations:

- Internet recruiting is cost effective
- One study has shown that 96% of people looking for jobs use the internet
- Internet job postings as available to potential candidates 24 hours a day
- You can minimize the number of unqualified candidates by directing people to more information on your organization's website

- The number of applications may be overwhelming

Internships/Field Placements: students who come to your organization as part of their education are recruited after graduation

Considerations:

- You will have a good understanding of the fit between the person and the organization, as well as their abilities
- The former student will have good knowledge of your organization and require less time to become productive
- Often first jobs are seen as stepping stone and people move on to new challenges after a relatively short period of time

Post the job openings at youth centres and other organizations relevant to your area

Step #3 - Selection

Plan the selection process

Selection is the process of screening applicants to ensure that the most appropriate candidate is hired. The first step in the selection process is to review the information in the resumes provided by all job applicants to determine which applicants meet the minimum qualifications as stated in the job posting. Those who do not meet the minimum qualifications are not given further consideration. Those job applicants who meet or exceed the minimum job qualifications are then assessed to decide which ones will be short-listed for a job interview. **Choose 3 to 6 people to interview.**

The most common methods of selection for all positions are:

- Interview
- Reference check

Other selection techniques used during the interview phase are:

- Asking interviewees to provide work samples
- Providing written tests
- Oral presentation (inform the candidate ahead of time)

Working with a Selection Panel

Engaging other people in a selection process can be very helpful. You must have at least two people involved in a hiring process, and it is often valuable to have youth participants, volunteers and other youth staff participate. When you invite panel members to participate, let them know how much time it will take and what their role will be. Their contribution can include:

- Helping to develop selection criteria
- Screening resumes
- Preparing interview questions
- Participating in interviews (two or more people)
- Assessing each candidate against the selection criteria
- Providing input about the final selection

Prepare for the interviews

Prepare a list of questions to ask during the interview. Develop key questions to explore past job performance, covering all essential functions. Use a variety of approaches to get different kinds of information, tailoring questions to open up a topic for conversation or to confirm information.

Use a second interview when candidates are very close in suitability for a position. This can be time consuming, but helps to ensure that you hire the right person.

TIP: When you call the job applicants on the short list to set up an interview, tell each person the salary range for the position, if this information was not part of the job posting. Then ask them if they would like to proceed to an interview given the salary you have to offer. This way, you should avoid interviewing people who later refuse a job offer on the basis of salary.

Check the references of your final candidates

Checking references carefully and thoroughly is one way to avoid hiring the wrong person. It may seem easier to accept letters of recommendation that speak to a candidate's abilities and experience. But talking to people will allow you to probe issues deeply enough to get a fuller sense of the candidate's values, nature, approach to work, and how they interact with others. Telephone interviews are the best way to get more depth about the candidate's character and background.

Reference checks are a last opportunity to verify information the candidate has provided, validate their personal suitability and explore any areas of concern. Talk to references before you make an offer. Let the candidate know you will be doing this. Be sure to find out if there is anyone the candidate would prefer you not speak to - for example, a current boss or current colleagues.

Prepare a list of questions for reference checks. Ask about information on the candidate's resume and about topics discussed during the interview. Ask for insights into the candidate's character, examples of good work they have done and areas that need development. If you keep the conversation casual but professional, you are likely to get more information. Record the reference's responses. Remember that any notes that you take when talking to a reference must comply with human rights legislation.

At the beginning of your conversation, explain to the reference the importance of the position you are hiring for and tell them you appreciate their honesty. At the end, thank them for the time they have spent talking to you and for the great help they have been.

Make your decision and review it

Evaluate final candidates against each other after you have rated them against the criteria to identify the best candidate based on skills, worker characteristics and organizational fit. Review all your notes and write up your decision.

TIP: Keep all materials on file for at least 2 years.

*Make sure your decision is nondiscriminatory, complies with provincial and federal laws and your hiring policies, and is based on sound judgment.

*Discuss the decision with colleagues or others who participated in the interviews and/or other stages of the hiring process.

Step #4 - Hiring

Make the offer

Call the candidate to make an offer. Inform all other final candidates by phone of the outcome of the recruitment process.

Do the paperwork

Confirm your offer and the candidate's acceptance in writing. A written contract is the ounce of prevention that helps to avoid disputes. It spells out your expectations of employees and the obligations you have to each other.

Contract:

- Develop the employee contract using previous samples
- The contract must be sent to the Executive Director to approve and sign
- Two copies of the contract are signed by the new employee
- One copy goes in the employee file and one copy is given to the employee

*Please note: when there is a change in salary or hours, a new document must be created and signed by the employee, after being approved by the Executive Director.

Employee File:

- Please refer to the employee maintenance form for a list of what needs to be in each employee's file
- Check them off as you place each item in the file
- Make sure, as the supervisor, that you sign each employee maintenance form
- Make sure the staff members reads the HR policy/employee handbook and signs the last page- put this page in the employee file
- Make a photocopy the Social Insurance Number Card and place it in the file

Step #5 - Orientation for New Employees

Orientation is a process for introducing new employees to the organization, its mission, its activities and programs as well as her/his job. An employee handbook is often used in an orientation session. The handbook serves as a ready reference to the material covered during the orientation session. The orientation of new employees can provide a great refresher or learning opportunity for their colleagues, who can be asked to present information or guide the newcomer.

An Orientation Plan in Three Phases

If the purpose of an effective orientation is to make the employee feel like part of the team, understand goals and expectations to spark early productivity and commitment, then these two scenarios do not succeed and may have a negative impact, leaving an employee dazed, confused and wondering if he or she has made the right choice.

Orientations are important to:

- Provide a professional and positive first impression
- Lower a person's feelings of isolation and anxiety often experienced during times of change
- Accelerate learning
- Help an individual understand the social, technical, and cultural aspects of the new workplace
- Discuss workplace hazards, policies and critical procedures
- Build rapid commitment to the organization
- Prevent questioning the decision of joining
- Provide guided support and information in an organized fashion

Many organizations, particularly in the nonprofit sector, strive to provide a responsible orientation but are challenged by not having the time, resources, or human resources staff. To assist with this process, an Orientation Plan Checklist can be used to ensure that the employee receives a comprehensive introduction to the organization.

Phase 1: On the first day, the employee is provided with an employee handbook that contains an employee handbook plus the organizational history, Annual General Report, key policies, as well as a copy of the Orientation Plan Checklist. This package must be prepared ahead of time. This provides the employee with an opportunity to prepare questions for the next day.

Phase 2: Job-Site Orientation occurs during the first and second day, focusing on the physical understanding of the workplace and includes workplace tours, introductions, equipment, hazard identification, and a department overview. It also provides time to revisit unclear policies and procedures. Where there is no Human Resources person, the supervisor is responsible for orientation.

Phase 3: Job-Specific Orientation occurs during the first few weeks, focusing on details such as specific duties, job description, budgets, tools, software, and health and safety. Alternatively, it can be divided and delivered in manageable information slices and tied closely to the probation period. This results in a well-documented paper trail useful in future performance management. During this time, frequent coaching and feedback sessions will ensure that everything is on the right track. Both parties can examine how they will work together. The new employee truly benefits from close contact with the immediate supervisor by gaining a clear understanding of established goals, expectations, and responsibilities. Are there any problems, skill deficiencies or comprehension issues? Will the new employee be capable of fulfilling all of the requirements of the job description? Many organizations conduct a quiz, test, or work sample to ensure that learning has taken place.

At the end of this roadmap, success is not measured solely when all of the boxes are checked and questions have been exhausted, but when the new employee assimilates most of the critical information and demonstrates an understanding of the organization, business, clients, funders, and expectations of work performance?

An organized, well-executed orientation plan builds a strong foundation for learning to take place; and while it may include a new coffee mug, welcome lunch or a vase of flowers, the numerous benefits of developing and using a comprehensive checklist will be long lasting.

Three-Phase Orientation Plan Checklist:

- 1.Pre-Orientation
- 2.Job-Site Orientation and
- 3.Job-Specific Orientation

Please see attached. Make copies as needed.

New Employee Orientation Process

Employee Name: _____

Location: _____

Supervisor: _____

Start date: _____

1. Pre-Orientation Package (Day One)

- Provide employee with Orientation Manual containing Employee Handbook, policies, etc.
- Provide employee with Annual General Report and other relevant agency materials
- Provide employee with Checklist of Three-Phase Orientation Plan
- Introduction to co-workers and management
- Tour workplace, visit workspace, lunchroom, washrooms and first aid locations

Explain to Employee:

- Overview of history, funding, vision, mission, values and general org. structure
- Standard policies and procedures
 - Hours of Work, Breaks, Lieu Time
 - Dress Code and Conduct
 - Attendance, Reporting Illness and Punctuality policy
 - Police Screening Policy
 - Harassment Policy
 - Vacation/ Overtime/ Statutory Holidays policy
 - Probation Period
 - Health & Safety policy
 - Performance Management/ Salary policy
 - Other policies as appropriate and Access point of all policies

2. Job-Site Orientation (1st and 2nd day)

- Review Checklist of Three Phase Orientation Plan (with "Buddy" or Manager)
- Provide critical policies, probation period
- Special precautions, e.g. hazardous chemicals, entering building; working alone after hours, extensive driving, home/client visitations, program locations and procedures
- Organization overview and policy review
- Parking, local transportation
- Workplace security, hazards, controls, fire exits, emergency equipment location, first aid and use
- Communication methods, e.g. voice mail, email, memos, Bulletin Boards
- General housekeeping (garbage)

3. Job-Specific Orientation (first few weeks)

- Review Checklist of Three-Phase Orientation Plan (with Manager)
- Answer any questions arising from the previous two phases before commencing third phase.
- Specific duties, responsibilities, budgets and expectations by supervisor
- Detailed review of job description and skills required
- Training/staff development/educational opportunities and requirements
- Whom to talk to if the job is not clear or there is a conflict or concern with another staff
- Introduction to computer, software programs, and products
- E-mail (set-up e-mail acc't and provide password and training on use of e-mail)
- Tools to work with: cell phone; mileage reimbursement; expense accounts; courier procedures; business cards; project planners; calendars

Completion and Signature Area (only when ALL items are checked)

Signature of employee: _____

Signature of supervisor: _____