

## Recruitment: The Process

### Description:

This tool provides a comprehensive checklist of steps that will clarify what your organization needs and identify how your organization can recruit high quality personnel.

### How it can be used:

Every health manager wants to have the best person performing each job in the organization. Recruiting and selecting the most appropriate person for the job is a process which requires a number of important steps. These guidelines will help you to implement a consistent and rigorous method of recruitment that will give you the best results for your organization.

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1. Know what your organization and the position requires.
    - a. What skills and knowledge are required for this position? (leadership, managerial ability, health services acumen, organization skills, communication skills, etc.).
    - b. What education and experiential requirements are appropriate for the position? (health degree, experience in a health centre, experience in First Nation community, etc.).
    - c. If this is replacing outgoing personnel, what skills and abilities did the outgoing person possess that you believe will be necessary for the incoming person? What skills and abilities did your outgoing personnel not have that would be helpful in the position?
    - d. Examine your organization's by-laws. Do they indicate the fundamental responsibilities for the position and/or any executive limitations? Should these be included in the job description?
    - e. What internal considerations do we need to take into account when searching for this position? Are there specific issues that need to be addressed?
    - f. What external considerations do we need to take into account? Does our relationship with key government officials need to be improved? Do we require some improvement in our community relationships?
  2. Develop a Terms of Reference for the selection committee.
    - a. Develop a selection procedure – will the process be completed within the Board, through a consultant, or a combination?
    - b. If using recruitment consultants, ensure they are fully briefed on your requirements and have a good understanding of equal opportunity/anti-discrimination principles and any Band requirements.
  3. Develop the selection criteria.
    - a. Formulate selection criteria which are consistent with the job specifications (i.e., only include skills and experiences that are required on a regular basis to carry out the duties of the position).
    - b. Distinguish between essential criteria (i.e., those that the person must satisfy to be able to do the job) and desirable criteria (i.e., those that will help to do the job).
    - c. Identify initial screening criteria that will be used when receiving the applications. Include the requirements that every candidate *must* have in order to continue through the process. This may be a subset of the essential criteria. Identify how these initial screening criteria will be demonstrated. For example, all candidates must demonstrate in their cover letters their experience in working in a First Nation community.
    - d. Assess whether formal qualifications (e.g., academic requirements, trade certifications, etc.) are essential to the performance of the job.
    - e. Ensure the requirements (e.g., length of experience, age) are essential and justifiable, for performance of the job and not set arbitrarily or based on stereotypes.

- f. Ensure there are no unnecessarily restrictive language qualifications on jobs that do not require them.
  - g. Be specific – for instance, does ‘communications skills’ refer to talking on the phone to clients, writing reports, instructing technicians, intercultural skills or teamwork?
  - h. Determine how criteria will be assessed in each of the following segments of the process: initial screening, testing, interview, referee’s report, work record, etc.
4. Is a medical examination required as part of the hiring process?
    - a. It is appropriate to have employees medically examined if potential health risks could be high for employees with particular health problems (e.g., jobs which involve heavy lifting for people with spinal injury or disease).
    - b. The medical examiner should have the job specifications so any recommendation relates specifically to the job.
    - c. Ensure only information relevant to the position is sought and avoid invasions of privacy irrelevant to the job requirements.
    - d. The selection committee and medical examiner must be aware of technical equipment and other reasonable adjustment provisions for people with disabilities.
    - e. Where there is concern about ability to perform a job, the medical examiner should seek expert advice and assessment from vocational specialists in disability organizations.
    - f. Ensure strict confidentiality.
    - g. Applicants will be advised of results.
  5. Update and/or develop the job description.
    - a. Ensure the job specification is up-to-date and consistent with requirements of the job.
    - b. Conduct a compensation review of the position.
  6. Develop the necessary documents.
    - a. Develop the written tests (if required for the process).
    - b. Prepare the interview questions.
    - c. Create questions for the reference check.
    - d. Design the scoring sheet to provide guidance in assessing candidates. Ensure it is clear how the test questions, interview questions and reference check are weighted.
    - e. Create the application form – ensure language and experience are relevant to the performance of the job. Do not include invasive or irrelevant questions. Ensure strict confidentiality.
  7. Develop and post advertisements through a variety of online and traditional media.
    - a. Consider the benefits to the organization of a multi-skilled workforce by advertising all positions internally and externally.
    - b. Determine strategies for reaching the widest pool of applicants possible (e.g., use of local media, informal networks, community groups and organizations, industry groups, trade journals).
    - c. Ensure the information in the ad matches the selection criteria.
    - d. Do not use stereotyped or discriminatory language or discriminatory requirements (‘Salesman’, ‘Age 30-45 years’).
    - e. Include the name of a contact person in the advertisement and ensure they have information (presented in a clear and consistent way) prepared about the position.
  8. Receive the applications.
    - a. Screen the applications based on the initial screening criteria.
    - b. Develop the list of candidates that fulfill the minimum criteria.
    - c. Contact the candidates and schedule the next step of the process (e.g., test or interview)
  9. Conduct the testing.
    - a. Ensure participants have enough time to prepare for writing the test (at least 1 week).

- b. Provide a quiet and private space to complete the exam in person or arrange for a monitor to oversee the writing of the exam at a location suitable to the applicant.
  - c. Provide details of the next steps in the process, including timelines.
10. Conduct the interviews.
- a. Check if there is a need for any specific arrangements (e.g., physical access, interpreters, etc.).
  - b. Allow applicants to demonstrate what they can offer the organization, not to simply confirm expectations or to see how applicants perform under pressure.
  - c. Ensure consistency and fairness in questioning.
  - d. Focus on the real needs of the job. Do not make assumptions or stereotype individuals.
  - e. The selection committee is entitled to ask applicants whether they can fulfil the requirements of the job (e.g., travel, work overtime, perform the physical functions) but such questions must be asked of all applicants.
  - f. It is appropriate to ask people with disabilities whether they require any adjustments to perform the job.
  - g. Allow the interviewee time to make his/her point. Allow silence. Rephrase or clarify if necessary.
  - h. Don't make assumptions about a person's ability to do the job based on physical characteristics.
  - i. Do not ask invasive and irrelevant questions (e.g., 'Do you intend to have a family?'). If necessary rephrase the question to gain the essential information you require and ask the same of all applicants (e.g., 'Can you commit yourself to the organization for two years?').
  - j. Keep records of questions and answers. It is advisable to have at least two people recording the responses to ensure that all information is collected.
11. Develop a short list of candidates.
- a. Screen the applicants on essential qualifications first, then on desirable qualifications, prioritising criteria as per the selection criteria. .
  - b. Seek more information if necessary. The aim is to find the best person for the job.
  - c. Be consistent. Document decisions that are made and the reasons for them.
12. Check the references of the short list of candidates.
- a. Applicant provides list of referees. If the selection criteria have identified specific referees, ensure these are gathered from each candidate (e.g., previous supervisor, current supervisor, etc.)
  - b. Be consistent in use of referees. Use a standard referee reporting form which matches the selection criteria.
13. Review the results of reference checks and determine the most suitable candidate.
- a. Focus on the selection criteria.
  - b. Rank applicants according to performance against essential and desirable qualifications.
  - c. Assess all information; application form, test, interview, referee's reports, etc.
  - d. Record decisions made and the reasons for them.
14. Prepare for any requests for a 'debrief' from unsuccessful candidates.
- a. Have the process clearly identified.
  - b. Keep all scoring sheets throughout the process.
  - c. Ensure feedback focuses on how the candidate performed against the selection criteria.
15. Contact the chosen candidate and offer them the position.
- a. Congratulate them on being the successful candidate.
  - b. Share with them any particular aspects of their process that were most impressive.
  - c. Discuss contract details.