

NOW HIRING HAMILTON RESOURCE GUIDE

# RECRUITMENT & HIRING ESSENTIALS



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# Recruitment & Hiring Essentials

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In order to facilitate the recruitment and hiring of qualified candidates, there are number of essential considerations employers ought to make when evaluating their existing recruitment practices. There are actions that employers can take that will improve the likelihood of attracting suitable candidates and providing clear employment expectations.

The recommendations below reflect key themes identified in the Now Hiring Hamilton Project, and are reflective of focus group and survey data, as well as best practices as determined by industry professionals.

To access additional resources that support the development of your organization's recruitment and hiring strategies, please visit [www.nowhiringhamiltonresources.ca](http://www.nowhiringhamiltonresources.ca)

## Job Descriptions

It is important to provide as much relevant and descriptive information as possible within job postings to establish a common measure of expectations and opportunities between the applicant and the employer. Clear job descriptions will touch on several items that provide common points of reference for both parties as they mutually assess suitability for the position in question. Increasingly, employers must take additional steps to appeal to candidates and effective job descriptions will detail value-added benefits of employment with their company.

- Provide clear description of position, including details on whether the position is in-person vs. remote, as well as performance expectations.
- Explain qualification requirements and where applicable candidates can pursue required training and skills acquisition.
- Detail training and support offered to assist candidates in meeting qualifications requirements and performance expectations.
- Explain opportunities to pursue increased responsibilities within position and/or organization, including reference to compensation and other benefits based on career trajectory.
- If factual, indicate position starts paying at a Living Wage (\$17.20 for Hamilton in 2022).
- Highlight any additional signing benefits or bonuses and opportunities to earn additional value-add earnings.

## Multi-Channel Recruitment

Employers are often comfortable with traditional channels for recruiting talent through job postings online, in print or on local job boards, however, there are opportunities to expand their potential reach through additional channels. While some of these additional channels are formal, others are quite informal but do have demonstrated success with recruiting productive talent. Utilizing as many local networks as possible will often result in the greatest likelihood of attracting suitable candidates.

- Local universities, colleges, and training facilities regularly work with employers to identify skills shortages and conduct student training based on these identified competency gaps. Participating in these skills assessments provides a great opportunity to shape training for new talent.
- Connecting with educational and training institutions also provides an opportunity to establish talent pipelines where newly skilled candidates are readily connected with prospective employers based on participation in shaping programming deliverables.
- Social media recruitment is increasingly common, with employers advertising for positions via various social media platforms. It is possible to tailor your message to a target audience to deliver the greatest return on investment and moreover provides great data to assess its effectiveness at reaching a target audience. Many digital agencies of different sizes offer these services at affordable rates.
- Consider opportunities and incentives through employee referrals. These informal recruitment and personal referral strategies often result in attracting reliable talent streams, in many instances, opening up a talent pool within a previously unidentified community. For example, an informal network could be tied to a given employee's faith community and ability to attract talent that may have previously been excluded from recruitment.

## Equity, Diversity & Inclusion Considerations in the Workplace

Many employers have taken steps to actively promote a more diverse and inclusive work environment, however, many have not yet turned their attention to their own equity, diversity, and inclusion practices. 62% of job seekers indicated they would turn down a job if they did not feel that diversity and inclusion was valued by the organization. A workplace that does not encourage diversity and inclusion can result in isolation and adverse treatment for members of marginalized communities. To expand the pool of potential candidates and improve overall organizational performance, organizations must reflect on their current equity, diversity and inclusion (EDI) practices and ensure that they are actively engaging with staff.

- Organizations ought to conduct an EDI audit to examine opportunities to improve its commitment to an inclusive work environment.
- Ongoing and iterative dialogue must be maintained organization-wide with a commitment to regular training on EDI.
- Senior leaders must demonstrate commitment to EDI to facilitate organizational commitment to inclusivity.
- Detail organizational actions towards advancing EDI priorities in job descriptions and interviews.
- Promote the hiring of diverse candidates and participate in local workforce development opportunities to advance skills acquisition among diverse populations.

## Asking the Right Questions During an Interview

When approaching an interview, it is a critical opportunity to identify qualities of a candidate not listed on their resume. Interviews ought to focus on identifying behavioural qualities and ensuring that they align with reported skills credentials. Skills you are looking for should be clear and defined for workers and potential workers. By communicating which skills are needed, workers will have a clearer idea of what is required and will be able to speak to their previous experiences to determine suitability.

## When drafting interview questions, consider the 9 Essential Skills for Success in the Workplace:

- **Adaptability:** Ability to adjust to expected or unexpected changes. When changes happen, still able to stay on track and stay focused on the goals set.
- **Collaboration:** Contributing and supporting others to reach shared goal. Ability to work as a team with diverse colleagues to solve problems and build relationships.
- **Communication:** Ability to understand information, share ideas and interact with others. Communication important to understanding instructions, helping customers, problem solving and building relationships with co-workers.
- **Creativity & Innovation:** Ability to imagine new ideas and create unique solutions to problem. A curious mindset will help develop this skill and will help to find new and better ways of doing things.
- **Digital:** As more of our lives use digital technology, the ability to use it is essential. This skill can be used to create, navigate and share information or content.
- **Numeracy:** The way one understands and uses numbers. This involves everyday tasks like creating budgets, making sense of statistics, and estimating costs.
- **Problem Solving:** Ability to make decisions and figure out how to address a problem. Often rely on previous problem-solving experience to solve new problems.
- **Reading:** Ability to find, understand and use information in this like forms, articles and reports.
- **Writing:** Ability to share information and ideas. Knowing how to write in different styles for different audiences is important. Writing used for a variety of tasks like emails, reports, and for filling out forms or applications.

Asking behavioral interview questions are another useful tool to gauge how successful a candidate is at problem-solving. These questions can provide the interviewer with insight into personality, skills and abilities. Behavioral interview questions often require candidates to share a specific story that highlights strengths and skills, which can then be followed up with questions about why they behaved a given way.

Behavioural questions often speak to time management skills, adaptability, conflict resolution, motivation, communication and teamwork. Some examples include:

- Tell me about a time when you handled a challenging situation.
- Tell me about a time when you made a mistake. What did you do to correct it?
- Tell me about how you work under pressure.
- Tell me about a goal you set and reached and how you achieved it.
- Share an example how you were able to motivate a co-worker, your peers or your team.