



BEST RECRUITMENT PRACTICES: INTERVIEWS & ONBOARDING

Recruitment is about more than just hiring the right candidate—it's about making a strong impression on the talented individuals you hope to attract to your company.

Finding the right candidate all starts with a clear outline of role expectations and qualifications to attract a diverse range of candidates. Learn more about this in our Job Descriptions fact sheet.

The next step in the recruitment journey involves conducting interviews. Interviews help you learn more about a candidate's personality, work style, and communication skills beyond their resume.

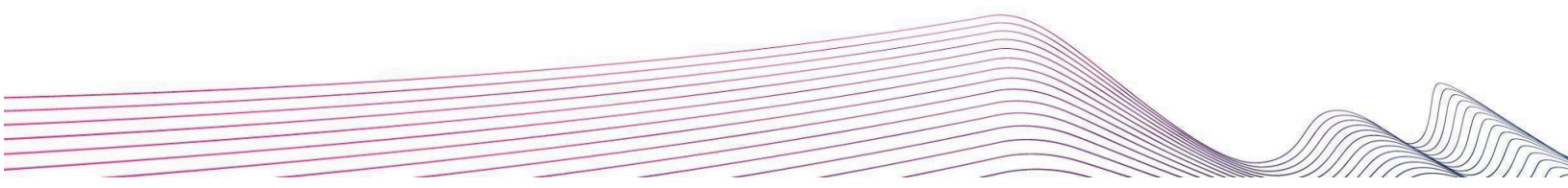
Once you've found the right candidate, onboarding shapes the new hire's experience and sets the tone for their future at your business. A smooth onboarding process boosts engagement and helps employees feel welcome and prepared.

This fact sheet provides tips for conducting effective interviews and creating a successful onboarding experience.

Interviews

The ability to effectively interview a candidate can ensure that new hires align with your corporate culture. Below are some techniques that can improve the quality of the information you get from each candidate.

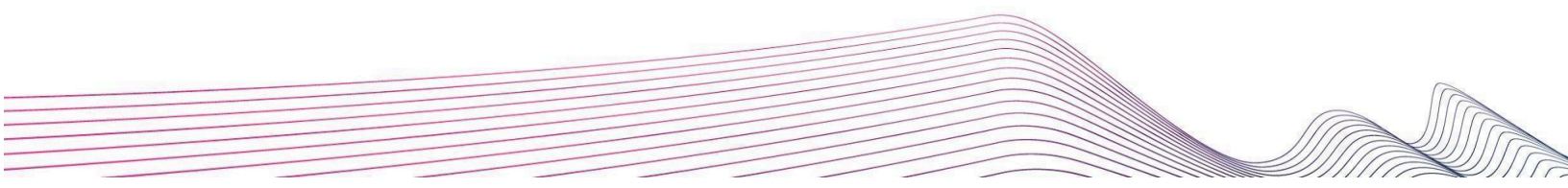
- **Prepare Structured Questions:** Develop a standardized interview process with job-relevant, legally compliant questions.
- **Provide a Fair Candidate Experience:** Consider conducting panel interviews to reduce bias and ensure a balanced perspective.
 - Panel interviews should include people from different backgrounds and have clear roles to create a fair and welcoming experience for candidates, ensuring they feel comfortable rather than intimidated.





- **Use Behavioral Questions:** Ask candidates about past experiences with prompts like “Tell me about a time when...” to gauge skills and decision-making. Avoid closed questions that can be answered with a yes or no, or leading questions that supply their own answer. For instance,
 - Instead of asking: “Do you like to work under pressure?”
 - Consider asking: “What type of environments have you worked in and what did you prefer?”
- **Listen actively:** The interviewer should talk for less than 25% of the talking, with the bulk of the talking focused on describing the company and the job.
- **Assess Cultural Fit:** Evaluate candidates' alignment with your company's values by asking about their work style and teamwork approach.
- **Selection Process with Skill Testing:** Incorporate skill testing as part of the selection process to evaluate the job-related knowledge, skills, and competencies. Ensure the test aligns with an updated, realistic job description, is clearly communicated, relevant, and fairly evaluated. Explain the purpose of the test to candidates, and when applicable, provide feedback, including scores, to enhance their understanding of the process.
- **Reference Checks:** Conduct reference checks to verify a candidate's qualifications and previous work performance. Obtain the candidate's consent before contacting references, and ensure questions are job-related and focus on relevant skills, experience, and character.

Pro Tip! Interviews aren't only for new recruits. Consider conducting periodic “stay interviews” with current employees to understand why they stay and what could be improved to foster employee retention.



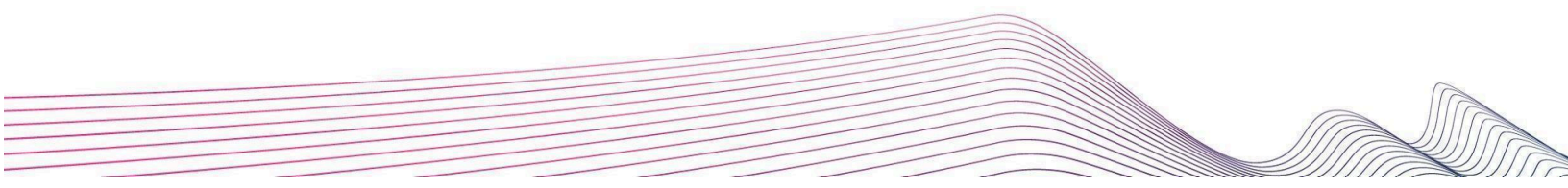


Legal Considerations

Candidates should only be evaluated based on the criteria required for the position. It is illegal to ask questions related to race, religion, political beliefs, marital status, or family plans. Additionally, ensure the employment contract is vetted for any legal risks.

The table below outlines permissible and impermissible questions for employers:

Subject	Questions That May Be Asked	Questions That May Not Be Asked
Age	If they are of legal working age	Applicant's age or date of birth (may be asked after hiring)
Citizenship	Whether person is legally able to work in Canada and for proof of eligibility	Any inquiry into citizenship status
Criminal status	Whether a person has been convicted of a criminal offense that relates to the job	Any inquiry into criminal convictions not relevant to the job, criminal charges
Economic status		Any inquiries related to receiving welfare or other social benefits Any inquiries into home ownership or rental status
Religion	Specific days or times restricted for work	Any inquiry to indicate denominations or customs





Onboarding

Finding the right candidate is just the first step in the recruitment process. Hiring and keeping top talent is key to the long-term success of any small business. To improve retention, it's important to use effective recruitment strategies that attract and engage the right candidates from the start. Plus, having a solid onboarding process is crucial for making sure this success continues.

Policies & Paperwork for New Hires

- **Emergency Contact Information:** Gather this information on day one to ensure the safety of your team members.
- **Tax Documents (T4):** Employees need to complete relevant tax forms to ensure correct tax deductions from payroll.
- **Orientation Documents:** Provide new employees with an overview of company policies, including harassment policies, workplace safety, and dress code.

Employee Handbooks

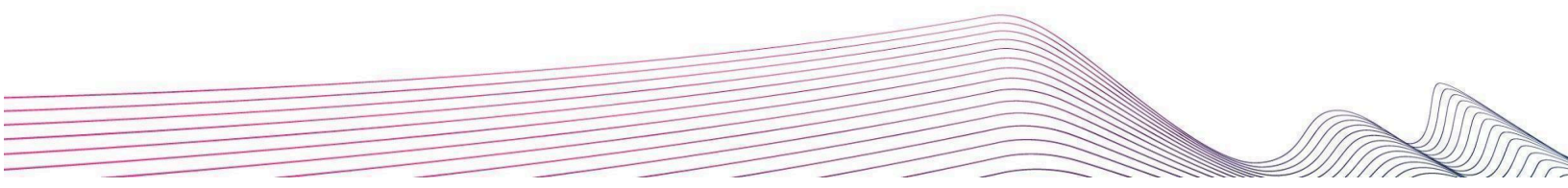
Creating an employee handbook is essential for small business owners. It establishes clear guidelines for employees and employers, ensuring consistent policies and minimizing misunderstandings.

The handbook outlines important procedures, including workplace conduct, benefits, and compliance with labor laws, providing legal protection. It also helps new hires grasp company culture and their roles, promoting an organized and professional work environment.

Policies to Include

- **Workplace Harassment:** Establish a zero-tolerance policy for harassment and outline the steps for reporting and addressing incidents.
- **Dress Code:** Set clear expectations for attire to maintain professionalism and ensure safety where applicable (e.g., hospitality settings).
- **Working Alone Policy:** If employees work independently, particularly in vulnerable environments, outline safety protocols and emergency contacts.
- **Policy Acknowledgement and Enforcement:** Include processes for investigating incidents and defining potential consequences. Ensure new and existing employees sign off on all policies to confirm they've read and understood them.

Pro Tip! For a simple starting point, consider using this [sample policy template](#).





Resources for Employee Handbooks

Creating an employee handbook may seem daunting at first and require significant upfront effort, but templates are available to simplify the process. Here are some you can use:

- [HR Downloads](#): offers comprehensive employee handbooks with all necessary policies and forms for onboarding new hires.
- [connectsUsHR](#): provides employee handbook templates with menu of 225 policies and topics.
- [Workable](#): use their downloadable employee handbook template that features policies from a code of conduct to benefits and perks to employee details.
- [Indeed](#): offers an employee handbook template to help you create or update your employee handbook.

Acknowledgements

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