



How To Hire

In Huron

EMPLOYER GUIDE



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A Guide to Hiring & Employee Retention

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What does it mean to be an *Employer of Choice*?

Becoming an Employer of Choice goes beyond simply offering competitive salaries and benefits. It involves creating a workplace culture and environment that attracts, engages, and retains top talent.

Creating an appealing work environment includes:

- **Positive Workplace Culture:** Cultivate a positive and inclusive workplace culture where employees feel valued, respected, and supported. Encourage open communication, collaboration, and diversity, fostering a sense of belonging among team members.
- **Employee Development:** Invest in employee development and growth opportunities to empower your workforce and help them reach their full potential. Offer training programs, mentorship opportunities, and career advancement pathways to support ongoing learning and development.
- **Work-Life Balance:** Promote work-life balance by offering flexible scheduling options, remote work opportunities, and paid time off policies. Prioritize employee well-being and mental health, recognizing the importance of maintaining a healthy balance between work and personal life.
- **Recognition and Rewards:** Recognize and reward employees for their contributions and achievements, whether through formal recognition programs, bonuses, or promotions. Show appreciation for their hard work and dedication, reinforcing a culture of respect and gratitude.
- **Transparent Communication:** Foster transparent communication at all levels of the organization, keeping employees informed about company goals, decisions, and changes. Encourage feedback and input from employees, listening to their concerns and ideas and addressing them in a timely and respectful manner.

This guide will walk you through the process of hiring and onboarding employees with *retention in mind*.

Creating Your Job Posting

So, you've identified a gap in your workforce. This section will walk you through crafting a compelling job description and where to post it to attract qualified candidates.

What to Include

Crafting a compelling job description is the first step in attracting qualified candidates to your organization.

Here's what you should include:

- **Clear Job Title and Department:** Clearly state the title of the position and the department it belongs to. This helps candidates understand where they will fit within the organization.
- **Summary of Responsibilities and Duties:** Provide a concise overview of the primary responsibilities and duties associated with the role. Highlight key tasks and objectives to give candidates a clear understanding of what the job entails.
- **Qualifications and Requirements:** Outline the qualifications, skills, and experience required for the position. This may include education level, certifications, years of experience, technical skills, and soft skills.
- **Company Culture and Values:** Briefly describe your company's culture, values, and mission. Candidates want to know what it's like to work for your organization and whether they align with its values.
- **Benefits and Perks:** Highlight any benefits, perks, or incentives offered to employees, such as health insurance, retirement plans, flexible scheduling, professional development opportunities, and employee discounts.
- **Application Instructions:** Clearly specify how candidates should apply for the position, including any required documents (resume, cover letter, portfolio) and the deadline for submission.

Sample Job Post:

[Summary of Responsibilities and Duties]:

- 1.
- 2.
- 3.

[Qualifications and Requirements]:

- Education:
- Experience:
- Skills:
- Certifications:

[Company Culture and Values]:

[Benefits and Perks]:

[Application Instructions]:

Where to Post

Once you've crafted your job description, it's time to promote your job opening to attract qualified candidates. Consider the following strategies:

01

JobsInHuron.ca

Did you know that Huron County has a job board powered by Employment Services Grey Bruce Huron Perth that scrapes over 50+ local and national databases hourly to compile all postings in the county in one place?

Post your job openings on online job sites such as Indeed, LinkedIn, Glassdoor, and ZipRecruiter, and it will automatically populate on JobsInHuron.ca!

Email economicdevelopment@huroncounty.ca for support in getting your job posted.

02

Community Postings

Place physical copies of your job posting in high-traffic areas such as a storefront windows, community bulletin boards, libraries, coffee shops, and grocery stores. You can also connect with your local employment centre to have your posting shared on their job boards.

03

Social Media

Share your job posting on your company's social media channels, as well as relevant industry groups and forums. Encourage employees to share the posting with their networks.

04

Networking

Leverage your professional network and connections within the local community to spread the word about your job opening. Attend networking events, career fairs, and industry conferences to connect with potential candidates.

Interviewing Candidates

Interviews are a crucial part of the hiring process. They enable you to determine if a candidate's skills, experience, and personality are a fit for the role, and if the role is the right fit for the applicant!

Screening Resumes

The first step in preparing to interview applicants is screening resumes. We have outlined our top tips in screening resumes to find candidates that are the right fit for the role you've posted:

- **Define Criteria:**

Before diving into resumes, review the ESSENTIAL qualifications, skills, and experience required for the role (from your job posting).

TIP

Create a checklist or scoring system to objectively assess each resume.

- **Look for Relevant Experience (and Transferable Skills):**

Focus on candidates who possess direct experience relevant to the position or skillsets/experience that are transferable to the role.

TIP

Pay attention to the depth of their experience in key areas.

- **Assess Skills and Achievements:**

Highlighted accomplishments and specific skills listed on resumes can indicate a candidate's potential value.

TIP

Remember that skills can be transferable to different positions and industries! While they might not have direct experience in your industry, they could be quick learners or have combined education and experience that could translate.

Look for quantifiable achievements that demonstrate tangible results (how effectively or efficiently have they worked?)

- **Consistency isn't Always Essential:**

While it's common to scrutinize gaps or inconsistencies in employment history, be conscious this isn't an unconscious bias rearing its ugly head (e.g. not everyone has the opportunity to attend post-secondary, or the ability to pay for childcare to attend work, etc.)

- **Yellow Flags and Green Flags** (*simplified for the purpose of this guide, but read into each carefully*)

YELLOW FLAGS

- Discrepancies in dates or job titles when compared to references or LinkedIn profiles.
- Lack of relevant experience or qualifications.
- Vague descriptions/bullet points that don't actually explain what they did in a previous role.
- Spelling and grammatical errors on a resume - not proofread.
- Generic resume lacking customization for the specific job or industry (cookie cutter).

TIP

Yellow flags don't necessarily mean an applicant should be dismissed from consideration, especially if there is a shortage of qualified candidates. Rather, consider proceeding with caution and addressing concerns directly by asking the candidate clarifying questions.

GREEN FLAGS

- Tailored resumes that demonstrate a clear understanding of the job requirements.
- Relevant certifications or additional qualifications.
- Involvement in industry-related associations or projects.
- Ability to provide information in an easy to read format, showcasing they are a well-rounded candidate.

Conducting Interviews

BEFORE THE INTERVIEW

When preparing for interviews, it's essential to first determine the type of interview to offer, which may include a telephone prescreen interview, a direct one-on-one interview (whether virtual or in-person), or a panel interview. Structured questions should be developed beforehand to assess the candidate's skills, experience, and fit, ensuring that every candidate is asked the same questions.

Creating a comfortable environment for the interview is crucial; this involves welcoming candidates warmly, offering refreshments, and ensuring the interview space is quiet, well-lit, and free from distractions.

DURING THE INTERVIEW

During the interview, active listening is key, paying close attention to the candidate's responses, body language, and communication style. Encouraging candidates to elaborate on their answers and providing examples allows for a deeper understanding.

Assessing fit involves evaluating whether the candidate's values, work ethic, and personality align with the workplace and the team. Providing insights into the workplace, team dynamics, and growth opportunities helps candidates gain a better understanding of the role and company.

AFTER THE INTERVIEW

Following up is important; taking notes during the interview for later reference and providing prompt feedback and next steps to candidates, ideally within a week of their interview, whether or not they received the role, is courteous and professional.

Common Questions to Ask Candidates

- 1. What attracted you to apply for this position?**
Look for an answer that showcases their passion and drive to work in your industry, or if they have just applied blindly to the role.
- 2. What skills and strengths can you bring to this role?**
Provides the candidate a chance to explain and align their strengths with the position.
- 3. Can you talk about a critical work situation that you resolved?**
Helps you get a sense of their thinking and analytical skills; did they struggle through, or come up with an action plan and see it through?
- 4. How would your colleagues describe you?**
This can help shed light on the candidate's soft skills and how they might work with the other members of the team.
- 5. To date, what is a professional achievement that you are most proud of?**
Asking the candidate what they're most proud of—whether it's an award, a certification, or a big project that went exceptionally well—will give you a better sense of where their strengths lie and what they believe matters.
- 6. What motivates you to work?**
For companies that want to have the best work environment, employees must be emotionally invested in coming to work; explore what motivates candidates to keep working in a role.
- 7. What are your weaknesses/some weak points that you are working on?**
We all have weaknesses in our character or qualifications; look for a response that explains a weak point, and how they're working to improve it.
- 8. What's the most interesting project you've worked on in a past position?**
Ask this question to determine if the applicant would enjoy the work available at your company. Do the types of tasks they find fulfilling align with the job description for your position? Making sure employees find their work satisfying is one of the most important factors in retention.
- 9. What would your first 30, 60, or 90 days look like in this role?**
Provides insights into their preparedness, strategic thinking, alignment with organizational goals, problem-solving skills, and communication abilities.
- 10. Do you have any questions for me?**
Provides the candidate a chance to follow up on any talking points from the interview, and dig into topics that you haven't covered in enough detail or that they would like to learn more about.

Making an Offer

Making an offer to a successful candidate involves several key steps to ensure clarity and professionalism. This section outlines what to communicate with your successful candidate, as well as a Sample Offer Letter and Employee Contract Template!

Checking References

Checking references is a critical step in the hiring process to validate a candidate's qualifications and suitability for the role. Start by obtaining the candidate's permission to contact their references, ensuring compliance with privacy regulations.

Next, compile a list of relevant questions that delve into the candidate's work ethic, performance, strengths, areas for improvement, and overall suitability for the position.

When contacting references, introduce yourself, your role, and the purpose of the call or email. Ask open-ended questions to encourage detailed responses and gain valuable insights into the candidate's past performance and behavior in professional settings.

Integrating thorough reference checks into the hiring process helps mitigate risks and ensures informed decision-making when selecting the best candidate for the role.

TIP

Be mindful of any potential biases and strive to gather a well-rounded understanding of the candidate's capabilities.

Contacting Your Candidate

Once you have selected a successful candidate, it's crucial to convey enthusiasm and appreciation for the candidate's skills and fit for the role. This can be done through a personalized message or phone call from the hiring manager or recruiter.

Clearly outline the details of the offer, including:

- The position title
- The start date
- Salary and benefit information
- Any other relevant information

Provide a timeline for the candidate to review the offer and make a decision, ensuring they have ample time to consider the opportunity. Be prepared to address any questions or concerns the candidate may have and be flexible in negotiating terms if necessary!

What To Include

Once the candidate accepts the offer, promptly send a formal offer letter or contract outlining the agreed-upon terms. Throughout the process, maintain open communication with the candidate to foster a positive and transparent experience.

Sample Templates:

On the following pages you will find sample templates to serve as a starting point for your recruitment needs. These templates can act as a foundation for crafting your own documents. Feel free to modify and customize these tools to fit your specific requirements.

MONTH, DAY, YEAR OF OFFER

Dear CANDIDATE'S FIRST NAME:

On behalf of BUSINESS NAME, I am pleased to offer you the PERMANENT/CASUAL, FULL-TIME/PART-TIME, NAME OF POSITION position commencing on MONTH, DAY, YEAR OF ANTICIPATED START DATE. This position reports to MANAGER'S NAME, MANAGER'S TITLE, and you will be working at BUSINESS ADDRESS.

Your rate of pay will be \$XX.XX per hour and your regular hours of work will be XX hours per week, MONDAY TO FRIDAY, START TIME – FINISH TIME.

Insert pay cycle information e.g. The pay cycle is every 2 weeks and direct deposits happen on Thursdays.

BUSINESS NAME contributes to all benefits required by law; Employment Insurance, Canada Pension Plan, sick days, and vacation standards. *Insert any additional benefits provided*

Per our Employment Handbook, each year on HIRE DATE, your anniversary date, an annual salary adjustment or cost of living increase may or may not be made, depending on the employee's performance evaluation and the business's performance.

The probationary period for this position will be three (3) months from the date of hire and will conclude on or about MONTH, DAY, YEAR OF 3 MONTH PERIOD END. We will be in a position to confirm continued employment upon successful completion of the probationary period or employment may end sooner if the job standards are not being satisfactorily met.

You are being provided with two (2) weeks' vacation with pay. For the year CURRENT YEAR, it is prorated from your date of hire to December 31, CURRENT YEAR. In your 5th anniversary year (YEAR), you will be entitled to three (3) weeks' vacation, as per BUSINESS NAME'S Employee Handbook.

BUSINESS NAME is an equal opportunity employer and every effort will be made to provide accommodation to employees with disabilities during the duration of their employment. Employees need to make their accommodation needs known in advance.

Please sign this letter and return it to me by MONTH, DAY, YEAR OF LAST DAY TO ACCEPT.

If you have any questions, please do not hesitate to contact me via e-mail. We would like to welcome you to BUSINESS NAME and wish you every success in this position.

Yours truly,

OWNER'S NAME, OWNER'S TITLE

I understand and accept the preceding terms and conditions of employment.

Date (dd/mm/yyyy): _____ Signature: _____

PARTIES:

Business Name

ADDRESS: Street Address

CONTACT: First Name Last Name

EMAIL: Email

PHONE NO.: Phone Number

("BUSINESS NAME")

AND

First Name Last Name

ADDRESS: Street Address

CONTACT: First Name Last Name

EMAIL: Email

PHONE NO.: Phone Number

("Employee")

BUSINESS NAME wishes to employ the Employee on the terms and conditions set out in this Contract and the Employee wishes to be so employed. For mutual consideration, the receipt and sufficiency of which is acknowledged, the Parties agree to the terms set out below.

Dear **First Name**:

We are pleased to extend our offer of employment for the position of **POSITION TITLE**.

TERM

This Contract shall become effective on the Effective Date below and shall unless otherwise terminated per the provisions hereof, continue in effect for an indefinite term of years.

EFFECTIVE DATE

The effective date is month, day, year.

PROBATIONARY PERIOD

Your employment is subject to a probationary period of 3 months beginning on your initial start date of month, day, year.

POSITION

You shall be employed by **BUSINESS NAME** as a **POSITION TITLE**. You will be provided a job description in addition to this contract.

REMUNERATION

You will be working and paid for the hours you work during a two-week period. Your schedule will be created by **BUSINESS NAME**.

HOURLY: Your hourly rate is \$**XX.XX**. We will calculate and deduct statutory deductions for you at source. You will be paid bi-weekly/monthly/weekly by direct deposit/cheque to the financial institution of your choice.

OR

SALARY: Your gross annual salary will be \$**XX,XXX.XX**. We will calculate and deduct statutory deductions for you at source. You will be paid bi-weekly/monthly/weekly by direct deposit/cheque to the financial institution of your choice.

Staff salary levels shall be reviewed periodically to ensure that they properly reflect the responsibilities of the position and are comparable to the industry average, subject always to **BUSINESS NAME**'s budgetary restraints.

BENEFITS

BUSINESS NAME contributes to all benefits required by law; Employment Insurance, Canada Pension Plan, sick days, and vacation standards. *Insert any additional benefits provided*

Sick Days

Employees are entitled to up to three (3) full days of job-protected unpaid sick leave every calendar year as per the Ontario Employment Standards Act (ESA), whether they are employed on a full or part-time basis.

Vacation

You will accrue vacation and vacation pay following the Ontario Employment Standards Act. Your vacation eligibility is based on the calendar year/a recurring 12-month period beginning on the date of hire.

- 1 year to less than 5 years of employment, 2 weeks of vacation, 4% vacation pay
- More than 5 years of employment, 3 weeks of vacation, 6% vacation pay

More information can be found in **BUSINESS NAME**'s Employee Policy Handbook.

NON-COMPETE

You shall not, for the term specified within this contract, maintain any interests directly or indirectly, as a partner, officer, director, stockholder, advisor, employee, or act in any other capacity, for any other organization that conducts business which may be perceived as similar to, or in competition with **BUSINESS NAME**.

You shall devote the focus of your time, attention, knowledge, and skills solely to the business and interest of **BUSINESS NAME**. **BUSINESS NAME** shall be entitled to all of the benefits, profits, inventions, ideas, or other issues that arise from or are incidental to all performance of work, services, and professional advice produced by employees.

CONFIDENTIALITY

While under our employment and after the termination of this agreement, you will not disclose the private and confidential affairs of **BUSINESS NAME** and will not use for your purposes or for those of any other person any information that you acquire about the business and affairs of **BUSINESS NAME** or its management and methods of operations.

TERMINATION

Your employment with **BUSINESS NAME** may be terminated with cause, without cause, or by your own written notice. All of the terminations outlined in **BUSINESS NAME**'s Employee Policy Handbook will be completed following the Ontario Employment Standards Act.

ACCEPTANCE

This Contract constitutes the full agreement between the Parties and supersedes any prior negotiation, understanding, or Contract between the Parties, whether oral or written, on the matters contained in this Contract.

To be an official employee of **BUSINESS NAME** it is required of you to sign and understand both this Employment Contract and the **BUSINESS NAME** Employee Policy Handbook.

If you are prepared to accept employment with **BUSINESS NAME** per the terms and conditions outlined above, please sign one copy of this letter and the Employee Policy Handbook and return it to me. Please keep an extra copy for your files.

First Name, we are delighted to have you join **BUSINESS NAME** and look forward to your acceptance of this offer. We are confident that your knowledge, skills, and experience will be valuable assets, and that this experience will be both rewarding and beneficial to you.

Please feel free to call us if you have any questions or concerns.

Yours truly,

OWNER NAME
OWNER TITLE, BUSINESS NAME

I hereby understand and agree to the terms outlined in this letter of Contract.

(Print Staff Name)

(Signature of Staff)

Dated this _____ day of _____, 2_____

Onboarding Your New Hire

The onboarding process plays a critical role in setting new hires up for success and integrating them into your organization seamlessly. Here's how to ensure a smooth and effective onboarding experience:

Orientation Materials

WELCOME PACKAGE

Provide new hires with a welcome packet containing essential information about the company, including its history, mission, values, and organizational structure.

EMPLOYEE HANDBOOK

Distribute an employee handbook that outlines company policies, procedures, and expectations, covering areas such as code of conduct, workplace safety, benefits, and performance management.

TRAINING MATERIALS

Develop training materials or resources to help new hires learn about their role, department-specific processes, and any relevant tools or technologies they'll be using.

Role History for Success

ROLE OVERVIEW

Provide a detailed overview of the new hire's role, including key responsibilities, goals, and performance metrics.

TRAINING AND DEVELOPMENT

Identify opportunities for training and professional development to help new hires enhance their skills and capabilities in their role.

MENTORSHIP

Pair new hires with a mentor or buddy within the organization who can provide guidance, support, and feedback as they acclimate to their new role.

By implementing these strategies and utilizing the provided resources, you can ensure a successful onboarding experience that sets new hires up for long-term success within your organization.

Onboarding Checklist

Use a comprehensive onboarding checklist to ensure all essential steps are completed to set new hires up for success. This checklist may include:

- Completing required paperwork (e.g., tax forms, benefits enrollment)
- Setting up technology and access to necessary systems
- Introducing new hires to key team members and stakeholders
- Scheduling training sessions or orientation meetings
- Reviewing company policies and procedures
- Establishing goals and expectations for the first few weeks

Day One Schedule

Provide new hires with a structured schedule for their first day to ease any uncertainty and ensure a smooth transition. Consider including:

- Welcome meeting with HR to review paperwork and logistics
- Introduction to team members and key stakeholders
- Tour of the workplace and facilities
- Training sessions or orientation meetings
- Overview of the new hire's role and responsibilities

Importance of a Workplan

Emphasize the importance of creating a workplan to clarify goals, priorities, and performance expectations from day one. A workplan should include:

- Specific objectives and deliverables for the first 30, 60, and 90 days
- Key milestones and deadlines
- Resources and support available to help achieve goals
- Regular check-ins with supervisors or mentors to assess progress and provide feedback

ONBOARDING CHECKLIST

Checklist Item	Manager Initial	Employee Initial	Date Completed
Forms and Documents (To be completed before the employee's first day with the assistance of management)			
Direct Deposit Form			
Personal Tax Form(s)			
Job Description			
Employment Contract / Offer Letter			
Communications (To be completed by management before the employee's first day)			
Welcome Message!			
First-Day Expectations (attire, parking, who to meet with, lunch details, etc.)			
Agenda of their First Day & Week			
Schedule bi-weekly or monthly 1:1 meetings throughout the first 3 months			
Workstation Set Up (To be completed by management before the employee's first day)			
Main Working Area			
Computer/Email Login & Set-Up			
Resources Available			
Waste Disposal			
Keys/Company ID			
Business Cards			
Phone Set-Up			

Introduction to Company (To be completed with management in the employee's first week)			
Organization Chart			
Company Directory			
Map of Facility			
Personal Introductions/Meetings with employees who will have direct contact			
Values/Mission/Vision			
Health and Safety (To be completed with management in the employee's first week)			
Location of Occupational Health and Safety Act			
Health and Safety Awareness Training (E-Learning)			
Occupational Health and Safety Policies			
Discrimination, Violence, and Harassment Policies			
Emergency Procedures			
First Aid Location			
Site Tour (To be completed with management in the employee's first week)			
Parking			
Restrooms			
Lunch Room			
Emergency Exits			
Vending Machines/Cafeteria			
Conference/Meeting Rooms			
Outdoor Areas			
Best Entrances/Exits to Use			

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Outdoor Areas			
Best Entrances/Exits to Use			

The First 30 Days of Employment

The first 30 days of employment are crucial for new hires to acclimate to their role, team, and organizational culture. Here's how to structure this period to facilitate a smooth transition and set the foundation for long-term success:

Training and Onboarding

Provide comprehensive training and onboarding support to help new hires quickly get up to speed and feel confident in their role. Consider the following strategies:

- **Role-specific Training:** Offer training sessions or resources to familiarize new hires with their role responsibilities, tasks, and expectations
- **Systems and Processes:** Provide training on any relevant systems, tools, or processes new hires will be using in their daily work
- **Shadowing Opportunities:** Arrange shadowing opportunities with experienced team members to observe workflows, best practices, and team dynamics

Structuring Check-Ins

Establish a framework for regular check-ins throughout the first 30 days to assess progress, address questions or concerns, and provide support. Consider the following schedule:

- **Weekly Check-ins:** Schedule weekly one-on-one meetings between new hires and their supervisors to discuss progress, provide feedback, and address any challenges

- **Bi-weekly Team Meetings:** Encourage new hires to participate in team meetings or stand-ups to foster collaboration, communication, and integration within the team

Probationary Period Check-Ins

Conduct check-ins during the probationary period, typically the first 90 days of employment, to evaluate performance, provide feedback, and ensure alignment with organizational expectations. Consider the following:

- **Mid-point Review:** Conduct a mid-point review at the 60-day mark to assess progress, identify areas for improvement, and provide additional support or resources as needed
- **Goal Setting:** Collaborate with new hires to set specific goals and objectives for the remainder of the probationary period, aligning with departmental and organizational priorities

Mock Performance Reviews

Conduct mock performance reviews to familiarize new hires with the evaluation process and set expectations for ongoing performance management. Consider the following steps:

- **Feedback Session:** Schedule a feedback session to review new hires' performance to date, discuss strengths and areas for improvement, and set goals for future development
- **Performance Metrics:** Establish clear performance metrics and benchmarks to measure progress and success during the probationary period

By structuring the first 30 days effectively and providing ongoing support and feedback, you can help new hires integrate smoothly into their role and contribute meaningfully to your organization's success.

Get in touch

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