RECRUITMENT & ON-BOARDING MANUAL

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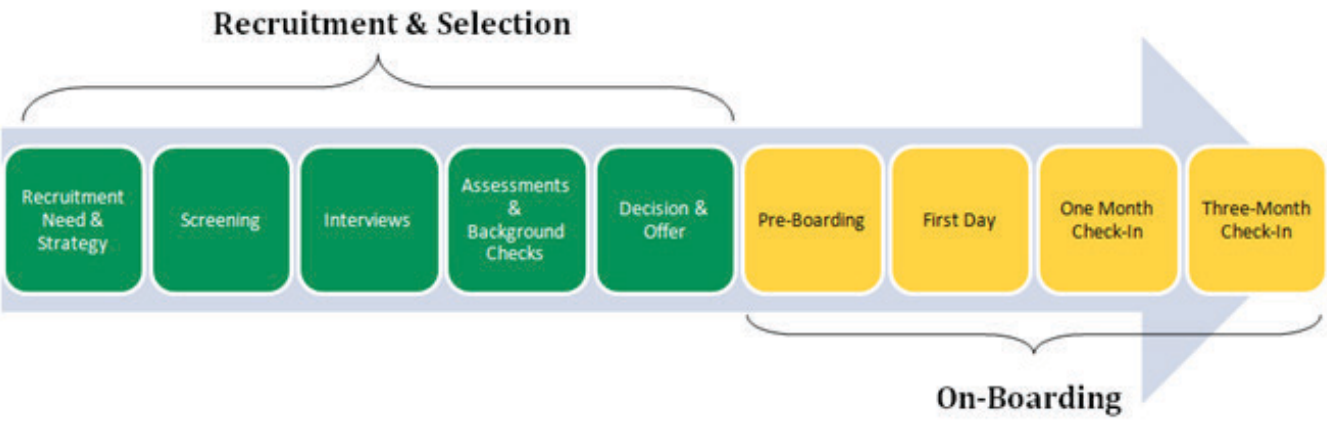

Over the years, AHMA has worked to create an organizational culture that will bring out the best in our employees so that they can provide the best service possible. Therefore, it's important that we take great care when recruiting and selecting each person that joins our team. We want to attract and hire people who believe in what we believe and are capable of building relationships of trust. When new employees enter through our doors to be part of our team, they join our family. Families communicate, support, and provide for each other; AHMA is no different. We work to ensure that all employees have the necessary tools and knowledge to succeed.

PURPOSE

The purpose of this document is to provide hiring managers at AHMA with an easy-to-follow guide on how to recruit and on-board new employees. By following this process, this will help ensure that we are not only consistent with our recruitment and on-boarding practices, but that we can confidently communicate the transparency of our process. This will help potential candidates see that we are an organization that cares about finding the right fit and ensuring that people have all the information they need from the beginning to be successful.

OUR PROCESS

We have taken two separate processes – our *Recruitment and Selection Process* and our *On-Boarding Process* – and combined them into one ongoing process as the transition into AHMA is just as important as finding the right candidate. The *Recruitment and Selection Process* takes place before the new employee joins our team and the *On-Boarding Process* takes place right before the new employee joins our organization and continues on for a short period of time to ensure a smooth transition into our organization. Note that one of Corporate Services' roles within AHMA is to facilitate the *Recruitment and On-Boarding Process*. As this document has been developed for hiring managers, it is noted throughout the document when Corporate Services will assist you through various steps of our process.

THIS GUIDE

To help you through our process, we have broken down this document into the following sections:

Section 1 – The Recruitment & Selection Process

This section will provide you with the overall recruitment and selection process that we use to fill a required position within our organization.

Section 2 – The On-Boarding Process

This section provides you with the steps involved in on-boarding a new person to the AHMA team. On-boarding is the process of integrating a new employee into the organization ensuring a seamless transition into our organization. The on-boarding process also provides you and the new team member the opportunity to assess whether this is the right fit.

Section 3 – Recruitment Flow Chart

A step-by-step Recruitment Flow Chart is provided to help hiring managers through AHMA's process to ensure consistency in how we bring new people into our organization.

Section 4 – Forms & Templates

Throughout this document, you will find references to forms and templates to help you complete different stages of the process. This section is your "go-to" to find all the templates and forms you will need to successfully carry out the Recruitment and On-boarding process at AHMA.

NOTE: We have also included helpful tips to keep in mind while going through our process.

OUR MOST CRITICAL SUCCESS FACTOR

When going through the process to find the right candidate, it's important to always keep in mind that our practice has always been to offer positions to successful candidates who have an in-depth understanding of the Aboriginal community we serve. Candidates we bring on board have ideally gained their understanding of the Aboriginal community by their own lived experiences. Whether they themselves are of Aboriginal ancestry or have worked closely with Aboriginal communities; what's important is that they demonstrate their understanding of the culture and the people.

Though not a requirement, preference should always be given to candidates who are of Aboriginal ancestry.

Throughout this document, you will see a flag containing "CSF" (see above). This is an indication to you that the information provided/action item helps to ensure we achieve our critical success factor.

SECTION 1: THE RECRUITMENT & SELECTION PROCESS

This section will give you an outline of the entire *Recruitment and Selection Process*. All of the specifics listed here are for your reference when you need it when hiring new employees. When going through this process, it's important to remember that as an existing employee at AHMA, you know first-hand what our culture is and what it means to be part of our unique team.

The stages in the R*ecruitment and Selection Process* are as follows:

1.0 Recruitment Need & Strategy

1.1. Determine the Need
1.2. Selection Committee
1.3. Create the Job Description
1.4. Create the Job Profile
1.5. Advertising Internally
1.6. Advertising Externally

2.0 Screening

2.1. Collect and Track Applications
2.2. Application Screening

3.0 Preliminary Reference Check & Questionnaire

3.1. Questionnaire and Proof of Relevant Work
3.2. Inbox Exercise

4.0 Interviews

4.1. Scheduling Interviews
4.2. Preparing for and Conducting Interviews and On-site Exercise (if applicable)
4.3. Notifying Unsuccessful Candidates

5.0 Background Checks & Assessments

5.1. Reference and Background Checks

6.0 Decision & Offer

6.1. Before Making the Offer
6.2. Making the Offer
6.3. Employment Agreement
6.4. Notifying Unsuccessful Candidates


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STAGE 1.0: RECRUITMENT NEED & STRATEGY

1.1 Determine the Need

Determining the need to fill a position is the first and foremost step in our process; it is the indication that we need to find someone to join our team.

Here are some things that could trigger the need for immediate recruitment:

- A team member has resigned or has been terminated; or
- The current team requires additional members to meet daily requirements/objectives (e.g. additional support required for our Community-Based Organizations (CBOs); insufficient resources for ongoing team objectives, etc.); or
- Our Strategic Plan indicates that more resources are needed to ensure we are able to meet our long-term objectives. This involves working with key decision makers within our organization to look at our objectives and ensure that we have or will have the resources needed to meet the objectives.

When it is determined that the need is there, engage with the Director of Corporate Services to obtain approval from the Executive Leadership Team (ELT) to move forward and to work with you through the *Recruitment and On-Boarding Process*. The review and approval consideration from the ELT will include several factors including, but not limited to, analysis of the determined need, salary funding availability, and alignment with organizational strategic goals.

Refer to the Manager's Guide for more information on AHMA's employee compensation program.

1.2 Selection Committee

When hiring for positions at AHMA, recruitment is done by a Selection Committee consisting of the Hiring Manager and the Director of Corporate Services. However, when the recruitment is for a position on the ELT, the selection committee must also include a Board Member. In these cases, the CEO is the Hiring Manager and s/he will work with the Board of Directors to determine which Board Member would best serve on the selection committee.

1.3 Create the Job Description

Job descriptions are a great tool to help you fully understand the needs of the position, as well as allowing you to set the right expectations for your selected candidates. A job description defines the key tasks and responsibilities necessary to perform the role effectively, along with the knowledge, skills, abilities, and experience required by the person to successfully carry out the role. If you have recruited for a position before, then you may already have a job description created; review and make any necessary updates that reflect the role today. If not, refer to the Job Description Template to help you in creating one.

Once you've drafted the job description, work with the Director of Corporate Services to obtain final approval of the job description from the ELT before moving on to creating the job posting and advertising the position.


Photo by: Rachel Humenny

1.4 Create the Job Posting

Job postings are an effective way to communicate to potential candidates what AHMA is about and attract people who align with who we are and are a fit for the position we are recruiting for. Work with the Director of Corporate Services to develop the posting. Pull out the most important and attractive key responsibilities and areas of interests that will draw candidates in, while still providing them with a good overview of what is required for the role.

The job posting Templates include several key items including, but not limited to:

- Our preference to hire individuals of Aboriginal ancestry;
- Whether the position is permanent or temporary;
- Whether the position is full-time, part-time, or casual;
- A closing date for the posting;
- A reference number specific to the advertising location for applicants to include on their application (so that we can monitor the effectiveness of posting locations).

Support in creating the Job Posting is available through the Communications Manager. Refer to Section 4 for the three versions of the job posting that need to be created; Job Posting Template - AHMA Website Version, Job Posting Template - External Version, and Job Posting - Text Version.

Helpful Tip: Remember to "keep it legal". Avoid terms such as "youthful", "physically fit," or gender-specific terms. See Section 4 for some Human Rights Guidelines.

AHMA believes in supporting our employees in their own professional development, so we will do our best to support employees should they identify an opportunity internally that they are interested in pursuing. Prior to moving on to the next phases of our R*ecruitment and On-Boarding Process* and advertising the posting externally, please follow AHMA's *Internal Recruitment Process* below.

1.5 Advertising Internally

At AHMA, we support our employee's professional development and our internal recruitment process is in support of this. We want to ensure that we are giving our own employees an opportunity to either progress in their career at AHMA or move laterally to allow them to focus and further develop their strengths and skills.

The benefits of internal recruitment are that it can reward our current employees, is cost-effective, and can improve morale. However, we do ask that employees only apply for internal postings after being employed with AHMA for at least one year. This ensures that they've had enough time training in their current role and to adapt to AHMA.

This *Internal Recruitment Process* works in conjunction with AHMA's *Recruitment and On-boarding Process* and begins after the "Create the Job Posting" (1.4) stage.

Step 1: Internal Posting of the Job

Once the job description and job posting have been drafted, all positions are posted internally and advertised to all employees. The Director of Corporate Services will send out the job posting. See Section 4 for the Internal Job Posting Email Template.

Step 2: Internal Application Submission Process

Once the job has been advertised internally, employees are asked to meet with their current Manager to discuss the opportunity and their intent to apply. Though a recommendation or approval to apply is not required by their Manager, it's important that employees have an open discussion. We want employees to ensure that applying for a different position within AHMA makes sense based on their experience and skills and is in line of their career goals.

Managers should be aware of their employees' strengths, opportunities for improvement, and career goals. When meeting with your employees, talk about why they want to apply and offer your thoughts on where you see their strengths fitting with the role, where you think there are areas of opportunity should they move into that role, and how it aligns with their overall goals. You can also discuss how their experience in their current role has contributed with their ability to apply for this role (if you feel it has).

Step 3: Internal Candidate Screening

Within two to three days after the internal submission deadline, the Director of Corporate Services will complete a preliminary screening of the applicants using our Screening Checklist to identify each internal applications conformance to the application and qualification requirements. Since the AHMA culture is one of collaboration and family, all internal applications will be reviewed by the Selection Committee and the internal applicants existing Manager. This review will include open discussion and thoughts on the internal candidate's fit in the new role and whether the employee's skills and experience align with the requirements of the position and, if relevant to the position, a review of samples of work.

For more information on screening applications, please see the *Recruitment and On-Boarding Process*.

Qualified Applicants

If the Selection Committee feels that the internal applicant may be a good fit for the role, the next step of the process is an interview.

No Applicants or Non-Qualified Applicants

If the Selection Committee feels that the candidate does not meet the requirements of the position, a meeting with the Hiring Manager, the internal applicant, and the applicant's current Manager will be set up to discuss the outcome. In preparation for this meeting, the Selection Committee should meet with the internal applicant's current Manager beforehand to discuss his/her thoughts and to come up with recommendations on how the employee can develop its skills and qualifications further.

If there were no internal applications or if no internal applicants were successful through the screening stage, move to the "Advertising Externally" (1.6) stage in the *Recruitment and On-Boarding Process.*

Step 4: Internal Interviews & Assessments

Interviews

Using the "Interviews" (4.0) stage in the *Recruitment and On-Boarding Process* as a guide, the Selection Committee will prepare for and conduct the necessary interviews. When scheduling the interview with the internal candidate, the Director of Corporate Services will provide the employee with a copy of the full job description.

When developing the interview guide, as you are already aware of the candidate's fit with AHMA, focus on including questions that ask about skills and experience directly related to the role.

Though an evaluation grid is useful, this is most useful when there is more than one candidate. If you are only interviewing one internal candidate, it is not required that the Selection Committee use a grid.

Assessments/Testing

If there are skills that the Hiring Manager would like to test as part of the interview process, refer to the "Preparing for the Interviews" (4.2) stage in the *Recruitment and On-Boarding Process* for information on preparing an in-person exercise.

Depending on the position, the Hiring Manager may want to have the internal candidate complete an Inbox Exercise instead of the in-person assessment (which allows candidates additional time to complete a more in-depth exercise related to the role). For more information, please see the "Inbox Exercise" (3.2) stage. Do not administer any testing or assessments if the employee has already demonstrated that s/he fulfills the skill requirements as part of the employee's current role.

Step 5: Decision & Offer

Decision

Once the Selection Committee has completed the interview and administered any applicable exercises, a debrief session with the Selection Committee and CEO will be scheduled to make a decision.

Consider the following three items: the internal candidate's experience prior to joining the team, his/her performance at AHMA thus far, and his/her responses during the interview. One thing to also keep in mind is that although an internal candidate may not have all the skills necessary for the position at this time, s/he may be someone who has proved trainable and demonstrated that s/he can be a good fit for the role with a bit of guidance. That said, it may still be worthwhile to offer the position to the internal candidate, as this would align with our goals of developing and supporting our employees.

Offer

If the internal candidate is successful and has approval from the CEO, the Hiring Manager should meet with the employee's Manager to let them know of the decision so s/he can begin preparing for the department's own recruitment process.

The Director of Corporate Services will prepare the offer letter to give to the employee.

The Hiring Manager and the current Manager are to meet with the employee to offer him/her the position and to discuss the transition plan into the new role.

Transition

The Hiring Manager and the Director of Corporate Services will work collaboratively to plan out the most ideal method of communicating the position change to the rest of the team.

Use the First Four-Week Orientation Plan Template found in the *Recruitment and On-Boarding Process* to plan the employee's first month in the new role.

Declining Unsuccessful Candidates

Decline all unsuccessful candidates, following the process under the Application Screening stage of our internal recruitment process.

If the position is not successfully filled by an internal candidate, move to the "Advertising Externally" (1.6) stage in the *Recruitment and On-Boarding Process*.


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1.6 Advertising Externally

Planning your attraction strategy is a key step in the recruitment process. You want to ensure that the job is communicated to the public where you have a higher chance of it being seen by people whose skills and qualifications match what you are looking for.

When planning where to post, work with the Director of Corporate Services to help you ensure that the job is posted and communicated to the right places and at the people. Please note that the Director of Corporate Services maintains accounts with all of the job advertising sites for AHMA and tracks the effectiveness of external advertising locations based on previous job posting.

To allow for enough time for potential candidates to see our posting and prepare their applications, all AHMA positions should be posted for a minimum of 10 business days.

When thinking about places to post the job opportunity, think about places where applicants will most likely read, review or stumble across your posting. This includes:

- **AHMA Website:** Posting the job posting to AHMA's website allows for a home base for applicants to look at your posting, but also learn more about our company when they navigate to different areas of the website.
- **Job Sites:** There are many job boards out there to post to that have a wide reach.
- **Targeted Job Boards:** This is a good way to put the ad in front of people who are specifically doing searches within a specific industry or community.

CSF

As an organization focused on serving the Aboriginal Community, post to websites that advertise specifically to an Aboriginal audience. For more, see Section 4 for our List of Job Posting/Advertising Locations.

- **Social Media:** This is one of the best ways to get immediate exposure for your job posting. Leverage AHMA's social media networks, such as your LinkedIn network, and briefly describe a few great things about AHMA and encourage followers to share the opportunity with their networks.

Helpful Tip: If you know of someone on LinkedIn that might be a match for the job, reach out to them. Work with Corporate Services to find out how.

- **Employee Referrals:** Communicate the job opportunity to your employees. Ask them to share the opportunity with their friends, either by word of mouth, or through email or social media (such as Facebook or LinkedIn). The advantage of doing this is employees are more likely to refer people who they get along with and would be a good fit for AHMA; after all, they know best the type of people that fit with AHMA's culture.
- **Own Networks:** Look into your own networks. You may know someone personally or professionally that would be good for the role. You may have also added people to your network that you've interviewed before. There may have been candidates you've met in the past where the opportunities available were not the right fit, but you still felt they would have been a good fit for AHMA. Maybe the opportunity you have now is exactly what s/he is looking for.

The Director of Corporate Services maintains a list of external advertising locations and will manage the creation and posting of job advertisements.

Analyzing the Success of External Advertising Methods

It is a good practice to track the success of external advertising locations and methods to monitor success rates, cost effectiveness, and manage recruitment processing times. AHMA facilitates the ability to track our external postings by assigning a job reference number unique to each advertising location and ask that applicants identify the job reference number on their applications. As previously noted, the Director of Corporate Services maintains a list of external advertising locations and will manage the creation, posting of job advertisements, and tracking on behalf of the Hiring Manager. This allows us to gauge how successful our advertising efforts are and whether we should continue posting to certain advertising sources.

See Section 4 for the Applicant Tracking Sheet template.


Photo by: Rachel Humenny

STAGE 2.0: SCREENING

2.1 Collect and Track Applications

CSF

On all of AHMA's job postings, candidates are invited to submit their applications to AHMA's careers inbox (jobs@ahma-bc.org). Corporate Services will collect all of the applications and track them using a tracking spreadsheet. This document can also be used to track those that self-declare as being from Aboriginal ancestry. See Section 4 for the Applicant Tracking Sheet template.

This tracking spreadsheet is helpful throughout the recruitment process to monitor where each candidate is in the process (application screening, questionnaire, interview, assessment, etc.), and whether s/he should be considered for the next step in the process (using "yes," "no," or "maybe").

When using the Applicant Tracking Sheet to see whether or not new applicants have applied for past positions, take into account how long ago the position they've previously applied for was posted and whether they have applied to a new position. They may have gained new experience, knowledge, or skills since the first application or they may be better suited to the new position.

Helpful Tip: For those collecting the applications, under the Personal Information Protection Act, companies must retain an application or resume for at least one year after receiving it to protect the personal information in it, therefore do not discard any applications you receive. This applies to applications that come in for a specific job opening and those that you want to hold onto for future use.

Applications that are submitted voluntarily (and not tied to a specific job opening), and you do not need to hold onto for any use, do not need to be kept on file for one year. Take reasonable care when disposing of unsolicited resumes by shredding paper copies and deleting electronic copies.

2.2 Application Screening

Initial Screening

As part of AHMA's process, the Director of Corporate Services conducts the first round of screening and will prepare a preliminary shortlist for the Selection Committee.

The Director of Corporate Services will review the applications, using our Screening Checklist. The Director will pay close attention to the following:

- The applicant followed the submission instructions from the posting properly;
- The applicant used proper spelling and grammar; and
- The applicant met the requirements of the position as posted (i.e. experience, education/training (if applicable), skills, knowledge, abilities, etc.).

Shortlist Screening

Once the first round of screening is complete, the Director of Corporate Services will provide the Selection Committee with the resumes and cover letters of the shortlisted candidates. For the next phase, the Selection Committee will thoroughly review the applications to shortlist the candidate pool even further and decide which candidates will move forward in the next stage of our process.

Helpful Tip: Applicants are asked to submit a cover letter and resume, so it's important to review all documents submitted to ensure that you are able to determine whether they meet all the qualifications. Keep in mind that although it's ideal that candidates indicate in their cover letters how they meet the requirements for the position, not all candidates do so. However, the screening process should take into consideration if the job posting indicates that applicants must describe how they meet the requirements of the position in their cover letters.

Here are some additional tips for you when reviewing each candidate's cover letter and resume:

1. Take a closer look at the requirements of the position and the experience, education, skills, knowledge, and abilities the candidate has listed on the resume and cover letter. As the person within the organization most familiar with the needs of the position, do you feel the candidate qualifies for the position?
2. Look at the applicant's job history; are there gaps? Does the applicant jump around from job to job?

Helpful Tip: If a candidate demonstrates in the application that s/he have met the requirements of the position, the fact that a candidate has moved from job to job may not mean that s/he should not move on to the next step in the process, particularly if there is only one gap in employment. It may still be worthwhile to take the applicant through the next steps and find out more information, including why there is a gap in employment or multiple job moves.

3. Review any other submission requirements (such as sample work) and determine if the applicant meets or exceeds these requirements.

As part of our commitment to employ people who are representative of the community we serve, candidates who have self-declared as Aboriginal will be considered first. If, after going through the next phases in the process, it is clear that we are not able to find a suitable candidate of Aboriginal ancestry, then we will go back to the rest of the shortlisted candidates or we may consider re-posting the position. Please see the Director of Corporate Services for assistance. Once the Selection Committee is done screening, they will create a shortlist of top candidates who meet the requirements of the position.

As previously noted, qualified and self-identified Aboriginal candidates will be put to the top of the shortlist.

STAGE 3.0 PRELIMINARY REFERENCE CHECKS & QUESTIONNAIRE

3.1 Questionnaire, Proof of Relevant Work & Initial Reference Check

After completing the "Applicant Screening" (2.2) stage and shortlisting the candidates, the next step is for the Director of Corporate Services to send the applicants a questionnaire that requests further information about their experience, job-specific expectations (i.e. salary expectations, ideal start date, etc.), relevant work samples, and a minimum of two past employer references. The information gathered during this phase of the process will allow us to assess whether what is listed on the cover letter and resume are substantiated by the work samples provided and that the requirements for the position are met.

See Section 4 for an Email Questionnaire Template.

Initial Reference Check

The initial reference check is a tool to assist with the initial shortlisting of qualified applicants by verifying the information provided in the application is accurate and by obtaining feedback from past employers on their experience with the applicant. Statistics show that almost 25% of all applications include false information. The most common forms of deception involve overstating education and job responsibilities. For consistency, initial reference checks are conducted by the Director of Corporate Services, using the standard questions provided in the Reference Check Template (see Section 4). Additional targeted questions can also be included based on the Selection Committees review of applications and questionnaire responses.

Compiling Questionnaire Submissions and Reference-Check Results

Submissions to the questionnaires and results from the initial reference checks will then be compiled by the Director of Corporate Services and provided to the Selection Committee. The Committee will then review and decide who they would like to bring in for an interview. The Director of Corporate Services will update the Applicant Tracking Sheet.

Helpful Tip: On all of our questionnaires, we ask candidates to provide us with their salary expectations. Depending on their responses, candidates may be screened out at this point if their expectations are completely out of range. Typically, a candidate's expectations are based on what s/he think is deserved in the market. If all other skills and qualifications match the position, but the expectation is above our salary range (though not too far off), it may be worth considering the candidate further.

3.2 Inbox Exercise (Optional)

As part of our further assessment of shortlisted candidates, the Hiring Manager may want to have the applicants complete an Inbox Exercise. This is typically a short assignment that the Director of Corporate Services will send to the candidates by email with a deadline date for completion. This assignment would require the applicants to complete a task that would be expected for them to do on a regular basis as part of their duties if one were to be selected as the successful candidate.

When creating your Inbox Exercise, think about some of the tasks that are relevant to the role. For example, when hiring for administrative positions, you may want the applicants to complete an assignment that tests their administrative skills, such conducting basic excel calculations and compiling or organizing data. For more specialized positions, such as Aboriginal Portfolio Advisors, a mock audit checklist that has already been completed with notes could be provided to the candidates with a request to compile a report based on the findings and notes provided, keeping in mind that this would be presented to the CBO. By having the applicants complete these types of exercises, you will be able to see how they apply their skills and experience to a real-life AHMA situation.

Once candidates have completed the inbox exercise, the Selection Committee can then decide who they'd like to bring in for an interview.

Helpful Tip: The "Friday Rule:" As soon as you initiate contact with a candidate to complete the questionnaire or complete an Inbox Exercise, the candidate will want to know the status of the application. It is a good practice to implement a "Friday Rule," where you establish contact every Friday so candidates don't wait too long to hear about the status of their applications. In this contact, notify all candidates whose applications are still being considered and that you've contacted (either to complete a questionnaire or have interviewed) of the status of their applications (i.e. whether you'll be moving forward with their application, if you're still in the midst of making a decision, etc.). If you have no news, contacting the applicants to let them know that you're still in the decision-making process is courteous and shows that AHMA understands how it feels waiting for a decision.

See the "Notifying Unsuccessful Candidates" (4.4) stage for a guide on how to inform candidates of unsuccessful applications.


Photo by: David Silva

4.1 Scheduling Interviews

After reviewing the responses to the questionnaires (based on the needs of the position or the applicants' Inbox Exercise submissions), you should be able to create now another shortlist of candidates to interview and schedule your interviews. Corporate Services will assist you in setting up the in-person interviews with candidates, including arranging a time for the interviews.

From time to time, the Selection Committee may shortlist a candidate who is not located in the Lower Mainland and therefore is not able to attend an in-office interview. When this happens, your options include conducting the interview by videoconference, teleconference, or, depending on the position, you may want to pay for the travel costs to attend an in-person interview. Discuss with the Director of Corporate Services to determine the best option. Note that it's always best to meet the candidate in person, but when that's not possible, video conferencing method may be the next best option.

For the Corporate Services department, when calling the candidates, make sure s/he have a pen and paper ready to write down details of the interview or follow-up by sending an email to confirm the details.

When speaking with the applicants, remember to include the following:

- Date and time of interview (including duration of interview): Take into account the question-and-answer portion, a possible exercise (speak with the Hiring Manager to confirm), and a meet–and-greet with the CEO (approx. 10 minutes);
- Location (if in-person) or if interview will be conducted over video conference, inform the candidate that a strong internet connection is required and ask for his/her Username or Email Address to access the videoconferencing site;
- The names and titles of the AHMA employees who will meet with the applicant;
- Any expected items or documents the applicant should bring (e.g. a copy of his or her application and resume, etc.);
- Notice of whether the applicant will be required to complete an exercise during or after the interview (this will be determined by the Hiring Manager and details on developing this exercise can be found later under the "Preparing for the Interviews" (4.2) stage);
- Parking details (if applicable); and
- Your contact information (the person booking the interview).

Helpful Tip: Prior to calling the candidate to schedule the interview, make sure to check the calendars of all members of the selection committee, including the CEO, for everyone's availability.

4.2 Preparing for the Interviews

Interview Questions

As we expect candidates to do some type of preparation for the interviews, we need to do our own preparations as well. It's important to have a list of questions ready before meeting with any candidate. Although you may not ask each question the same way, it's a good tool to make sure you are asking the right questions that will help you determine whether the applicant is a good fit for the role and for the organization. While it is most important to compare a candidate's responses to the criteria of the position, asking consistent questions also assists you in comparing candidates to each other.

Through the screening process and your review of the submitted work samples and responses to the job-specific questions asked in the questionnaire (and Inbox Exercise submissions, if applicable), you may have already determined that the candidate has the skills necessary to do the job; however, it's important to use the interview as a time to verify those skills or validate any information already provided to you.

The Hiring Manager can work with Director of Corporate Services to develop the Interview Guide.

To help you prepare the Guide, here are some categories and samples of interview questions:

- **Direct:** These questions directly ask the candidates about their experience, education, knowledge, skills, abilities, and attributes. Examples include: "Tell us about yourself" or "Tell us what you know about X." You can compare the responses to the opportunity you are interviewing for and see if the candidate is a fit (e.g. the knowledge of and experience working with the Aboriginal Community).
- **Behavioural Descriptive:** These questions aim to have candidates draw upon a specific example from their past experiences to respond appropriately. Past performance is a good indicator of future performance. These questions usually start with "Tell us about a time when…"
- **Situational Questions:** These questions give you the opportunity to give the candidates a realistic job preview by having them respond to a possible scenario at AHMA. For example, you can let the candidates know that AHMA deals with multiple stakeholders (including societies, tenants, general public, etc.) and then give them a reasonable hypothetical situation that they may encounter when dealing with these types of people. Ask them how they would respond. Their responses are a good indication of how they will fit in this type of work environment.

Helpful Tip: When developing your questions, keep in mind our values as an organization. This is a great way to not only ensure that the candidates have the necessary skills, but to see if the person's responses align with our values and who we are as an organization. To help you, below are example questions for each of our values.

Responsive

Define what "responsive" means to you. Tell us about a time when you demonstrated that you were responsive. (This question aims to confirm if the candidate's definition and action explanation of "responsive" aligns with how AHMA views it.)

Capacity-Building

We work with a variety of different Community-Based Organizations. Some CBOs are very well organized and understand all of the practices they need to follow and others require more support. In this role, suppose you notice that one of the CBOs has not been performing at the standard needed to ensure continued financial support from AHMA. What would you do? (This question aims to uncover what the applicant will do to assist AHMA's CBOs and help build capacity in order to continue financial support.)

Holistic

Tell us about a time when you experienced a client dealing with a difficult situation or that stated, "there is nothing else that can be done." What did you do? (This question aims to confirm that the applicant will "do the right thing" and help find a solution in order to be of better service to the client.)

Innovation

What is the most innovative idea you've come up with? Tell us about the situation leading up to the idea, what prompted you, what obstacles you faced, and what was the outcome? (This question aims to see if the candidate is and has been innovative in past positions, what mistakes were encountered, how the candidate overcame obstacles, and how s/he saw the process through.)

Respect

Tell us about a time when you had to take a step back and evaluate your behaviour as a result of another person's perspective. What was the situation, what was your initial thoughts/behaviour, and what was the outcome? (This question aims to uncover whether the candidate can respect different perspectives and change approach if needed.)

Advocacy

Have you advocated for anyone, and, if not, how would you advocate for someone? (This question aims to see what the candidate's definition of "advocate" is and what steps s/he would take to ensure the greatest impact.)

Humour

There are no specific questions you can ask with regards to humour that wouldn't be too subjective; however, if you want to get a better read on the candidate's opinion about humour, simply ask what a sense of humour in the workplace means to them.

See Section 4 for the Interview Guide Template.

Under Section 4, you will also find Interview Bank Questions with examples of questions you can include in your Guide. Feel free to develop your own questions, as well.

Once the Interview Guide has been developed, work with the Director of Corporate Services to select a few questions to send to the candidates before they come in for their interviews so they can prepare. Our Friday Rule has allowed us to create a good rapport with our candidates and we want to continue to do that by making them feel at ease when coming in for an interview. Giving them access to a few questions beforehand gives them opportunity to prepare for the interview, while still allowing us to observe and evaluate their responses in the moment. Also, by providing some questions in advance, we are able to find a candidate that is the best qualified and best fit for the job. With the inherit stress of an interview, the best qualified candidate may not be able to remember or verbalize well thought-out responses on the spot. Our objective with interview process at AHMA is to ensure applicants feel welcomed and comfortable.

In-Person Exercise (Optional)

During the interview, you may want to administer an In-Person Exercise for the candidates to complete while they are in the office. This differs from an Inbox Exercise, as it is shorter and tends to test one or two skills directly related to a daily task that the candidate can expect to do if hired. For example, for administrative positions, it can consist of a typing test or asking the candidates to respond to a general inquiry.

For Director-level positions, the exercise may consist of asking that s/he complete a meeting brief after receiving all the relevant information. Work with the Director of Corporate Services to develop an In-Person Exercise. Ensure that you have all the equipment needed for the candidate to complete the exercise (i.e. computer with restricted access, a quiet room to complete the exercise, etc.).

You can still have candidates who are doing the interview remotely complete the exercise. You will need to send it to them once you've completed the question-and-answer portion of the interview, ensuring that you supply them with the completion deadline and ethical requirements (web searches, plagiarism, etc.).

Evaluation Tool

Interviewing can sometimes be a subjective process and we understand this; however, because of the nature of our business and our desire to be an organization that values transparency in all aspects of our business, the Selection Committee uses an evaluation grid to score each candidate based on the responses given during the interview. In Section 4, you will find an Interview Evaluation Template.

This tool will allow the Selection Committee to determine what key areas we are looking to evaluate (e.g. experience related to position, communication skills, problem solving, etc.), develop criteria to help you determine whether the candidates have met the requirements under each key area (i.e. your ideal response for each area based on the questions you've developed), and at the end of the interviews, score each candidate based on the criteria developed.

Photo by: Rachel Humenny

4.3 Conducting your Interviews

When you are ready to conduct your interviews, it's important to remember that not only are you looking for that person to be the right fit for the position, but the right fit for AHMA. Use this as an opportunity to get to know the candidates better. Remember that candidates are also interviewing AHMA as a potential employer; so, leave them with a good impression and show them all the great things about who we are! Finally, remember to administer any prepared exercises you have planned.

CSF

Helpful Tip: When going through the questions, every candidate is going to answer each of the questions differently. Each person has a different type of communication style, so it's important to respect each person's way of communicating and take the time to listen to the responses. It is not uncommon in the Aboriginal community for people to tell stories to share about an experience they've had and some candidates may choose to respond to a question this way. When this occurs, listen to the details of the story to find the answers you seek. It's also important to keep in mind that if there's a certain communication style that is required for the role (e.g. if they will need be doing presentations on a regular basis that requires them to be succinct and to the point) that you take that into consideration as well.

As part of our interview process, we want strong candidates to meet with our CEO for a quick meet-and-greet! If during the question-and-answer portion of the interview you feel that the candidate is a good fit for the position and for AHMA, then take the candidate to meet with the CEO. Invite the candidate to introduce themselves and ask any questions they may have to the CEO directly.

Debrief and Evaluation

Once the interview is completed, the Selection Committee should complete the Interview Evaluation. You can either have each person evaluate the candidate on his/her own and then debrief as a group and go through why each person scored the candidates the way s/he did or you can score the candidate together as a group and discuss your rationale behind your score. During this process, you may also need to take into consideration the candidate's responses to the questionnaire and any work submitted to you. Whatever method you choose to evaluate each candidate, make sure you evaluate everyone consistently. The Director of Corporate Services will track the candidate's scores in the Applicant Tracking Sheet.

Helpful Tip: As a good practice, since all applications and resumes that we receive for specific positions must be kept on file for at least one year, we also like to keep all recruitment documents related to each posting on file for one year in the event that we have to reference the information after the hiring process is over.

Depending on the quality of the candidates, you may have one top candidate that you would like to move forward with – or, maybe two or three. Though candidates may not have scored all the same, it could be close. If necessary, you may want to bring the top candidates in for another interview following our initial interview process.

4.4 Notifying Unsuccessful Candidates

After interviewing and evaluating each candidate, it should become clear which candidates meet the requirements of the position; therefore, it is a good practice to notify unsuccessful candidates that you will not be moving forward with their application. The Director of Corporate Services will facilitate this part of the process.

Notifying unsuccessful candidates can be done in writing or by phone; however, it is recommended that you contact the candidate by phone first and then follow-up with an email if you aren't able to reach him/her. If you choose to call applicants, they may ask for feedback. Although it is respectful and useful to provide them with feedback, be mindful that you do not need to provide feedback and be careful to not say anything that could be perceived as discriminatory. As a starting point, see Section 4 for a Basic Script for Declining Candidates.

NOTE: Remember the Friday Rule!


Supplied Photo

STAGE 5.0: BACKGROUND CHECKS & ASSESSMENTS

5.1 Secondary References & Background Checks

Corporate Services will facilitate all Secondary References and Background Checks.

Secondary Reference Check (Optional)

A second follow-up phone call with a candidate's reference is a tool to further help the Selection Committee in answering any lingering questions or concerns that resulted from the interview. For example, if during the interview you felt that the candidate had a hard time responding well when s/he answered a question about communicating to a large group of people. Therefore, you can ask the reference whether the candidate has ever had to communicate to a large group of people, how often s/he has done it, and how comfortable s/he was.

Background Checks

Background Checks can include education and employment verifications, credit checks, criminal record checks, and driver's abstract. Generally these types of checks should only be done once you have made a commitment to hire; only checks that are directly relevant to the position you are hiring for should be conducted.

For example, if we are hiring for a position that does not require the person to drive, we should not request the candidate to consent to providing a Driver's Abstract. Similarly, if we require candidates to have a specific level of education and training, conducting education verification is reasonable.

Prior to conducting any type of Background Check, request consent from the candidate and let him/her know the consequences (i.e. you will not be able to move forward with the candidacy if you cannot complete the check or it comes back with negative information that AHMA cannot overlook) should s/he choose not to consent.

Education and employment verifications, credit checks, and criminal record checks can be done by various services, such as BackCheck (www.backcheck.ca).

If required for the position, a Driver's Abstract will need to be provided by the candidate. Candidates can request a Driver's Abstract in person from ICBC (you can read more about this at: http://www.icbc.com/driver-licensing/getting-licensed/driving-record).

5.2 Assessments

Psychometric Testing (Optional)

Depending on the role, you may choose to administer psychometric testing. This type of testing measures characteristics such as a candidate's aptitude, personality, and skills, but it varies depending on which test you choose to administer.

The results of psychometric testing should only be used to validate any information you've already gathered throughout the recruitment process, not as a means to find new information. Though these tests cover aptitude, personality, and more, these types of test are unable to measure the ability of the candidate to perform in the intended role. Therefore, you should balance the results with all the information you've already learned about the candidate through the questionnaire, interviews, and references.

We recommend that this type of testing only be done for ELT positions. Please see the Director of Corporate Services for assistance on administering this test.

STAGE 6.0: DECISION & OFFER

6.1 Making the Offer

After reviewing all of the information – interview evaluations, the reference and background check results, exercise responses, and any additional testing, the Selection Committee hopefully will have identified the individual that you want to make an employment offer to in order to have him/her join our team. Prior to making an employment offer, submit for approval to the CEO who you recommend as the successful applicant.

The Director of Corporate Services will make the employment offer to the candidate. Before making the employment offer, it's important to have all of the necessary details ready to give to the candidate, including:

- Salary,
- Work hours,
- Start date, and
- Offer expiration date.

Helpful Tip: When determining the salary to be offered, the Selection Committee will submit it for approval to the CEO to ensure the wage fits within AHMA's approved compensation plan.

Depending on the role, many individuals will accept the employment offer on the spot; however, some prefer to take time to think about it – either because the candidate has other opportunities to consider or because s/he simply want to make a well thought-out decision.

The candidate may also want to negotiate terms. For this reason, it's important to know what the top end of the approved salary is. For example, if you offer $48,000/year and the candidate counters with $55,000/year, can you (and will you) increase the salary? It's also important to be aware of what other benefits and perks AHMA has that could help influence the candidate's decision (e.g. benefit plan, perks, culture, work environment, etc.).

6.2 Employment Agreement

The Employment Agreement is an essential document and a signed original should be in the employee's file. This eliminates confusion about the terms and conditions of employment. In addition, it is important to have in the event that it needs to be referred to for legal reasons.

The Director of Corporate Services will prepare and send the Employment Agreement offer. Included in the email will be an AHMA-signed, scanned copy of the Employment Agreement, the Employee Handbook, and a request that the candidate respond by the deadline indicated on the Agreement (i.e. the offer expiry date). If you haven't heard from the candidate by the expiry date, call him/her back. See Section 4 for the Employment Offer Letter, Employee Agreement - Regular, and Employee Agreement - Temporary templates. (If it's not possible to send the Agreement by email, ask the candidate to pick up a hard copy in person.)

If the candidate is unable to return a signed copy of the Agreement, a return email (to the original offer email) indicating acceptance will be sufficient until the original agreement can be signed and submitted in person (which must be done prior to starting work).

6.3 Notifying Unsuccessful Candidates

As you may have more than one "top" candidate that you put through to the Assessment and Background Check stage, it is important to get in touch with the unsuccessful candidate to let him/her know that you will not be moving forward with the application. It is best to wait to do this until after your selected candidate has accepted the employment offer – just in case the first candidate decides not to accept the offer. When declining the unsuccessful candidates, let them know that you have selected someone to move forward with whose skills were a closer fit to what you were looking for. Use the Basic Script for Declining Candidates found under Section 4 to help you.

SECTION 2: THE ON-BOARDING PROCESS

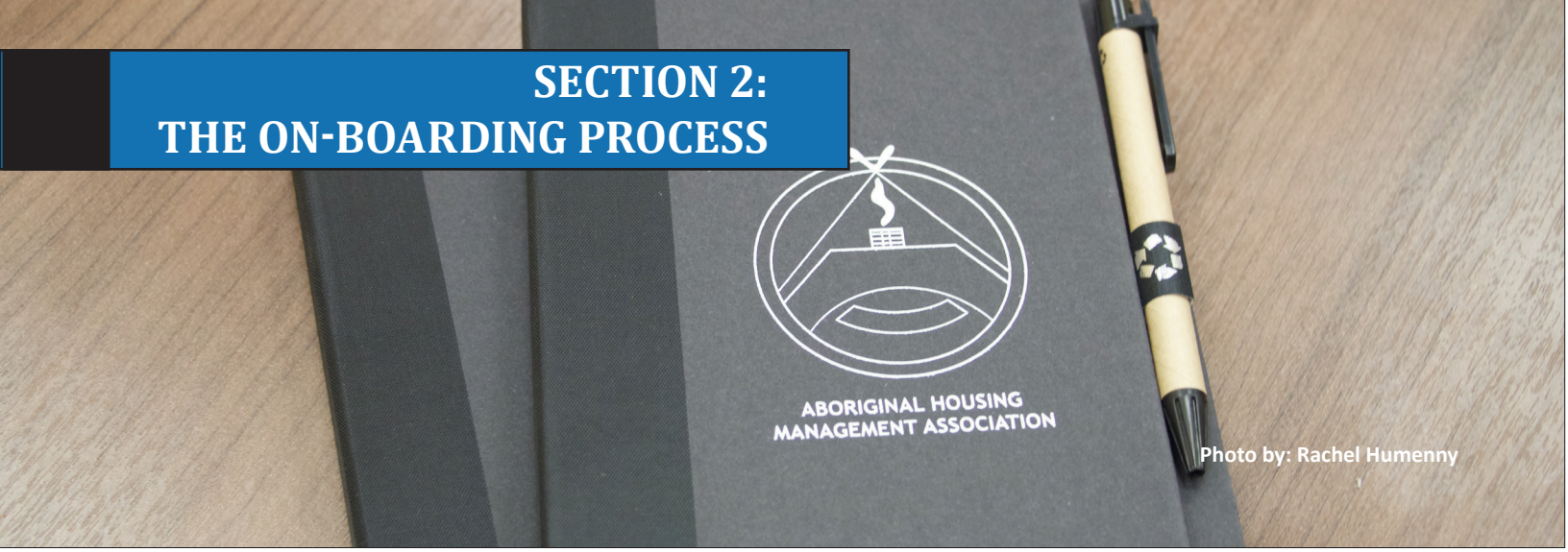

Photo by: Rachel Humenny

On-boarding is the process of integrating a new employee into AHMA's workplace. It familiarizes the employee to the new position and to AHMA and our culture. Each team member's contributions and achievements are interdependent with our accomplishments as an organization, so we want to make sure employees have access to the necessary information to be successful as soon as possible. One person's success at AHMA is everyone's success.

The stages in the *On-Boarding Process* are as follows:

1.0 Pre-Boarding
2.0 Employee's First Day
3.0 One-Month Check-in
4.0 Three-Month Check-in

STAGE 1: PRE-BOARDING

Preparing for and planning for our new team member's arrival will give the employee a good first impression of AHMA and gives him/her the helpful start needed. The On-Boarding process starts as soon as the new employee has signed the Employment Agreement. The first part of On-Boarding is Pre-Boarding, which includes all aspects of preparing for the employee's first day and first few months on the job. AnEmployee Set-Up Checklist is available in Section 4.

Pre-Boarding includes the following, divided by the individual responsible for each task:

Corporate Services

- Setting up the Employee File and adding the original signed Employment Agreement.
  - The Employee File - Table of Contents can be found under Section 4.
- Ordering business cards, desk supplies, and furniture.
- Coordinating technology and administration/ payroll requirements.
  - Preparing a Welcome Email and sending it to the employee to give the new hire all the information needed to come prepared for the first day, including when and where the employee should go on the first day, what to bring, and contact information for the Manager. A Welcome Email Template can be found in Section 4.
- Preparing the On-Boarding Package to give to the employee on his/her first day, including paperwork the new employee needs to review and/or return to be included in his/her Employee File. See Section 4 for the Employee Personal Information and Personal Release Disclosure Forms.

Hiring Manager

- Sending out an email announcement to the rest of the team informing them of the new team member.
- Working with the Director of Corporate Services to complete the new employee's First-Day Orientation Schedule and preparing items needed for that day. It is recommended that you include the following:
  - Orientation and tour of AHMA and the office;
  - Presentation of a personalized hard copy of the Employee Handbook and reviewing it together, answering any questions;

- Presentation of the On-Boarding Package and reviewing important employee documents and information, confirming each party has an original employment agreement signed by both parties;
- Presentation of the Welcome Package;
- Orientation of technical and administrative systems, email, phone, etc.; and
- Job-specific training (either with yourself or other members of the team).

See Section 4 for the First-Day Orientation Schedule Template.

- Completing the First Four-Week Orientation Plan
  - This is a calendar of events and meetings during the first month on the job, as well as dates scheduled for the One-Month and Three-Month Check-Ins.
  - This also includes sharing training materials and setting up meetings with critical team members and clients (if applicable).

Helpful Tip: It's recommended that you work with other members of the team to plan out the new employee's training. Discuss details of what needs to be involved in the training, according to what the new employee needs to become fully functional in the role and an integrated member of the AHMA team.

See Section 4 for the First Four-Week Orientation Plan Template. Included with the template is an example and considerations when drafting the plan.

STAGE 2: EMPLOYEE'S FIRST DAY

Now that you have prepared for the new employee's arrival, it's time to carry out your plans. The first day of work for the new employee includes providing the employee with the Welcome Package, walking through the first-day orientation schedule and on-boarding plan to properly introduce him/her to AHMA. From there, walk the new hire through the on-boarding plan, so s/he knows what to expect in the first month of the new role.

Helpful Tip: During the first day, check-in with the new team member to make sure s/he has everything that is needed and that s/he is not overwhelmed.

Please see the Section 4 for the Employee Set-Up Checklist. Complete the checklist to ensure that all the required information for the employee file and/or payroll purposes has been returned to you from the employee.

STAGE 3: ONE-MONTH CHECK-IN

After one month, it is a good time to check-in on the employee to see how the first month has been going. The purpose of this informal check-in meeting is to discuss how they're transitioning into AHMA and ensure that s/he understands what is required in the position, including the training, support, and resources needed to be successful. Focus on all positive points and contributions so far and address any concerns in a constructive manner. This is also an opportunity for you to get some feedback from the employee about your on-boarding program.

Helpful Tip: Ask the employee to come prepared with what's going well, what needs improvement, and what help is needed. If any concerns come to light, be prepared to respond during the meeting; see this as an opportunity to have a discussion and set the right expectations.

Included in Section 4 is a discussion guideline to use during the review meeting (see One-Month Check-in Guidelines).

Photo by: Connie Mah

STAGE 4: THREE-MONTH CHECK-IN

Three months after a new employee's start date signifies the end of the probationary period, so it's important to do a check-in with him/her before the end of this period. At this point, you should be in a good position to assess whether the candidate was a successful hire. This is a great opportunity for you to check in with the employee to ensure that AHMA is meeting his/her expectations and that AHMA is the right fit as well. This meeting is more formal than the One-Month Check-In but it's important to also keep this meeting conversational and friendly.

Prior to the meeting, provide the employee with the Three-Month Check-In – Employee Feedback Template document (found under Section 4); ask the employee to complete the form and be prepared to discuss the questions at the meeting.

As the Manager, prepare yourself for the meeting by completing the Three-Month Check-In – Manager Feedback Template (also found under Section 4). This meeting is an opportunity to focus on what is going well, where further learning/practice may be needed, and any other action items agreed upon to ensure success.

Once the meeting is complete, you and the employee should sign three copies of both forms. One copy is for you to keep, one is to be given to the employee, and one is placed in the Employee File.

Continuous Feedback

While the scheduled check-in and review meetings are an important part of developing employees, it is important to remember to check in with them on a continuous basis. Have regular conversations with new employees to allow them to bring up any questions or concerns, using this time to both reinforce positive performance, as well as discuss any performance issues or concerns you may have.

If there are any performance issues or concerns, do not wait until the one-month or three-month reviews to address them. These concerns or areas requiring attention should be respectfully and constructively brought to the employee's attention. It's imperative to address these immediately to allow the employee time to improve his/her performance.

Next steps

Congratulations on completing the *Recruitment and On-Boarding Process* and finding the right candidate to join our team! Continue to guide and support the new employee throughout his/her time at AHMA, so all of us can continue to achieve successes together.

SECTION 3: RECRUITMENT FLOW CHART

Below is a flow chart to help you through the *Recruitment and On-Boarding Process*, including determining who is the primarily responsible for each the step. Reference our Sections 1 and 2 for details on how to complete each item on this checklist.

	Task	Responsible	Support
Recruitment Need & Strategy	1. Determine the Need	Hiring Manager	Director of Corporate Services
	2. Create the Job Description		Communications
	3. Create the Job Profile	Director of Corporate Services	
	4. Internally Advertise		
	5. External Advertise		
Applicant Screening & Offer	**Initial Screening:**		
	Application Collection & Tracking	Director of Corporate Services	Administrative
	Initial Screening		
	Detailed Review & Short-Listing	Hiring Committee	
	Reference Check & Questionnaire	Director of Corporate Services	
	Review Questionnaire Responses	HIring Committee	
	Create Interview Shortlist		
	Final Screening:		
	Schedule In-Person Interviews	Director of Corporate Services	Administrative
	Prepare Interview Questions	Hiring Manager	
	Create Interview Evaluation Tool	Director of Corporate Services	
	Conduct Interview	Hiring Committee	
	Debrief and Complete Evaluation		
	Notify Unsuccessful Candidates	Director of Corporate Services	
	Interviews & Background Checks:		
	Conduct Reference Checks	Director of Corporate Services	Administrative
	Conduct Background Checks		
	Identify Successful Candidate	Hiring Committee	
	Decision & Offer:		
	Draft and Issue Employment Offer	Director of Corporate Services	Administrative
	Notify Unsuccessful Candidates		
	Use Employee Set-Up Checklist		
Employee On-Boarding	**Before Start Date**		
	Send Out Welcome & Intro	Director of Corporate Services	Administrative
	Create On-Boarding Package		
	Create Welcoming Package	Communications	
	Create Employee File	Director of Corporate Services	
	Office & Technology Set-Up		
	After Start Date		
	Financial & Payroll	Director of Corporate Services	Administrative
	Set-Up Communications	Communications	
	Conduct Office Orientation	Hiring Manager	Director of Corporate Services
	Create & Implement Training Plan		
	Complete First-Month Check-In		
	Complete Three-Month Check-In		

SECTION 4: FORMS & TEMPLATES

RECRUITMENT NEED & STRATEGY

1.0 Job Description Template
2.0 Job Posting Template – AHMA Website Version
3.0 Internal Job Posting Email Template
4.0 Job Posting Template – External Version
5.0 Job Posting Text Version
6.0 Human Rights Guidelines
7.0 List of Job Posting/Advertising Locations

APPLICANT SCREENING & OFFER

Initial Screening

1.0 Applicant Tracking Sheet
2.0 Screening Checklist
3.0 Email Questionnaire Template

Final Screening

4.0 Interview Guide Template
5.0 Interview Bank Questions
6.0 Interview Evaluation Template
7.0 Basic Script for Declining Candidates

Interviews & Background Checks

8.0 Reference Check Template

Decision & Offer

9.0 Employment Agreement – Regular
10.0 Employment Agreement – Temporary
11.0 Employment Offer Letter Template
12.0 Employee Set-Up Checklist

EMPLOYEE ON-BOARDING

Before Start Date

1.0 Employee File – Table of Contents
2.0 First-Day Orientation Schedule Template
3.0 Welcome Email Template

After Start Date

4.0 First Four-Week Orientation Plan Template
5.0 Employee Personal Information Form
6.0 Direct Deposit Form
7.0 Benefits Enrollment Form
8.0 Evidence of Insurability Form
9.0 Pension Plan Enrollment Form
10.0 Personal Release Disclosure Form
11.0 One-Month Check-In Guidelines
12.0 Three-Month Check-In – Employee Feedback Template
13.0 Three-Month Check-In – Manager Feedback Template

Photo by: Daniel Humenny

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