

<b>Staffing action for:</b>	<i>Name of position</i>
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**Before you recruit**

- Review the organization's recruitment and selection policy and/or practices
- Review the strategic and operational plans to determine if the position should be filled
- Confirm that funding exists to recruit for and staff the position
- Obtain the necessary approvals to staff the position
- Develop a job description if the position is new
- Review and update the job description for an existing position
- Decide on the type of employment (full-time; part-time; permanent; contract; short-term; etc)
- Identify constraints that will have an impact on the staffing process (need someone soon; specialized skills; supply/demand, etc)

**Establish the recruitment and selection criteria**

- Develop recruitment and selection criteria based on the job description
- Establish the minimum qualification for the position
- Review all recruitment and selection criteria to ensure they are job-related and measurable
- Ensure that all recruitment and selection criteria comply with Human Rights Legislation

**Recruitment process**

- Determine the best method for recruiting for the position
- Draft the job announcement using the job description, minimum qualifications and selection criteria
- Include the following in the job announcement:
  - Application deadline
  - Request for references
  - Start date
  - Salary range
  - Contact information
  - Format for submission
- Ensure that the job announcement complies with Human Rights Legislation

**Selection process****Before the interview**

- Plan the interview process:
  - Number of rounds of interviews
  - Number of interviewers
  - Length of the interview
  - Location of the interview
  - Date of the interviews
  - Any materials the candidate should bring to the interview
- Ask colleagues to sit on the interview panel

Provided for reference only.

Always consult current legislation in your jurisdiction to create policies and procedures for your organization.

- Give the interview panel the logistical information about the interviews
- Develop the interview questions
- Prepare an interview rating guide
- Develop a reference check guide
- Prepare a reference release form
- Ensure that the interview questions, reference questions and other selection criteria comply with Human Rights Legislation
- Prescreen applications using the selection criteria
- Set up the interviews with the selected candidates
- Forward the applications of those candidates being interviewed to the interview panel
- Forward the interview questions and interview rating guide to the interview panel
- Meet with the interview panel to brief them on the interview process

### **Conduct the interview**

- Review the candidate's application before each interview
- Welcome the candidate to the interview
- Introduce the interview panel
- Explain the interview process
- Rate the candidate's responses to the questions
- Give the candidate an opportunity to ask questions
- Close the interview by explaining the next step and thanking the candidate for coming to the interview
- Ensure that the discussion and the note taking during the interview complies with Human Rights Legislation

### **After the interview**

- Finalize your interview notes

### **Select the right candidate**

- Use other selection methods as appropriate
- Telephone the references
- Use the reference checking guide to document the conversation
- Ensure that the discussion and the note taking during the reference check complies with Human Rights Legislation

### **Conclude the staffing process**

- Make your decision and review it
- Make a verbal offer of the position to the selected candidate
- Follow-up the verbal offer in writing
- Prepare the job contract and have it signed before the new staff member starts work
- Send out rejection letters to the other candidates that were interviewed
- Set up a competition file
- Complete the paperwork necessary for the new staff member to start work

*A national organization agreed to post this policy on [www.hrcouncil.ca](http://www.hrcouncil.ca) as part of the HR Toolkit. Sample policies are provided for reference only. Always consult current legislation in your jurisdiction to create policies and procedures for your organization*