Posaction® Plus
A SOLAREH SOLUTION

Healthy Teams Collection

Recruiting the Best Candidates for Your Team

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Recruiting the Best Candidates for Your Team

A company's success is essentially based on the quality of its human resources. That's why personnel selection is one of the most important tasks for ensuring a productive team. Staff turnover is a reality that no manager can avoid... and strangely enough, it always seems to happen at the worst time! And it's often the people you want to keep, who end up leaving.

Unfortunately, recruiting is often done hastily in order to fill a vacant position as quickly as possible. However, while recruiting the right person has a positive impact on team spirit, absenteeism and overall employee performance, the opposite is also true. By using a clearly defined process and appropriate selection tools, you can save time and energy, avoid hiring mistakes, and increase the chances of keeping your staff.

Starting the selection process

▶ Your recruiting objectives

When an employee leaves, it's a good opportunity to re-examine the nature of the position, since it's not unusual for organizational needs to change. A position that was considered essential when it was created, may be much less useful a few years later. Or the job functions may have changed considerably due to changes in technology. Once the position becomes vacant, it's the perfect time to re-examine it.

Since recruiting can cost a great deal of time, energy and money, you first need to make sure the duties of the position are essential. Ask yourself as well, if they can be combined with another position, or if they can be divided up among a few other positions. If your analysis concludes that the position is essential, then you can start the hiring process.

▶ Looking for candidates

The sources for candidates vary from one company to the next. **However, giving priority to existing staff is recommended because it's an excellent way to encourage succession**. If vacant positions are posted internally, interested employees can make their areas of interest known.

This type of recruiting is also faster, more cost-effective, and can be more productive than external recruiting. The candidates' skills and competencies are already known, and they already have a good understanding of the company. Internal recruiting also creates a stronger sense of belonging because it shows employees that it's possible to move up in the company. There will also be less frustration if you end up choosing a candidate from outside the company.

Job Description

Job title:

_____

Immediate supervisor's title:

_____

Summary of duties:
(e.g.: taking orders from clients, verifying their accuracy, preparing packages for shipping, performing billing functions, etc.)

_____
_____
_____
_____
_____

Roles and responsibilities:
(e.g.: overseeing the distribution centre team, ensuring that the time frames for delivering orders are met, checking the quality of the equipment delivered, ensuring that the information needed for billing is entered in the system, etc.)

_____
_____
_____
_____
_____

Technical requirements
(e.g.: college course in Business Administration, five years of experience in a distribution centre, three years management experience, etc.)

_____
_____
_____
_____

Personal skills
(e.g.: leadership, autonomy, initiative, ability to work under pressure, etc.)

_____
_____
_____
_____

Job description

When you need to fill a position, the first step is to revise or write a job description. **You need to know exactly what the candidate's responsibilities will be before you can start recruiting**. The job description should be brief. It will be used not only to select the best candidate, but also to define their compensation. You'll also need this description to post the position on websites or in recruiting media. The format of the job description doesn't matter, as long as it identifies the candidate's main responsibilities (see example on the left). The description should include the position title, the immediate supervisor's title, a summary of the duties, the roles and responsibilities of the position, and the job requirements.

Desired profile

Once the job description is ready, the second tool you'll need is the selection profile, which is a portrait of the ideal person for the job. **This profile is used to define the candidate's desired characteristics, and naturally follows from the job description**. For example, do you want the person to have several years of experience? Are you looking for someone with innovative thinking, or someone who can follow established rules? When drawing up a profile, you just need to determine the technical skills and personal capabilities the candidate will need to do the job.

The job title should be a reflection of its purpose

Preparing for interviews

Preparing interview questions

The interview's success depends on the quality of the questions you ask the candidate. Having a list of questions prepared in advance (see example on the next page) will ensure that you don't get distracted by other things during the interview. **It's also important to weight the questions so your interview is balanced and you don't place too much importance on one subject or on pointless details**. Your questions should also focus on the knowledge and personal qualities required to do the job. Prepare your questions by focusing on what you absolutely need to know before the end of the interview. The better prepared you are, the more productive your interview will be because you can focus on what the candidate is saying rather than what questions you need to ask.

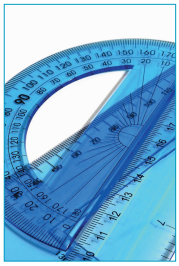
Selecting candidates for an interview

Go through the resumés and compare them to the desired profile, making sure the candidates you select for an interview meet your requirements (see example below). This process should enable you to identify the best candidates for the position. Look at the information provided by the candidates very carefully. **Make sure the training and employment history make sense**. It's not unusual for a person to have had several jobs, but they should generally be justified by a logical progression in their career.

Lastly, never choose an inadequate candidate simply because you're in a hurry and you absolutely need to find someone. Also, don't meet with someone whose resumé is very good but totally incompatible with the position to be filled. This is a common mistake. **It's better to look for more applicants than waste your time meeting with people who don't correspond to the desired profile.**

Example of comparison between desired profile and resumé

DESIRED PROFILE		RESUMÉ
• Experience with the operation of a distribution centre	✓	• Has eight years of experience in one of the largest national distribution centres
• Good knowledge of personnel management principles	✓	• Has managed a team of 12 people for five years
• Knowledge of computer systems	✓	• Uses Microsoft Office and is familiar with PC and MAC platforms
• Good initiative and problem-solving skills	✓	• Has developed an order tracking system
• Knowledge of various communication methods, etc.	✓	• Manages telecommuting employees using social media, etc.



Sample interview questions

The following is a list of sample questions only, which should serve as a guide to help you prepare your interview questions.

Behavioural questions

What has been your biggest professional achievement to date?

How could you have been more effective in your last job?

What was the worst mistake you ever made in your career? How did you resolve it?

How do you prefer to communicate with your employees and co-workers?

How do you organize your work day?

If you miss a deadline, how do you correct the situation?

When you need to make an important decision quickly, how do you go about it?

Give me an example of a situation where you were able to motivate your team to do a job that wasn't very gratifying. What did you do to motivate them?

How would someone who has worked with you, describe you in a few words?

Situational questions

Suppose a member of your team accuses a co-worker of lying. How would you react?

If you were to get the job, what would your priorities be with regard to the work and your co-workers?

You have to submit your monthly report to your supervisor tomorrow, but you're missing some information from one of your co-workers. This person tells you they can't give you the information until the following week. How do you react?

Technical questions

Are you proficient in the use of advanced Excel functions?

Do you know how to use an intranet?

Do you speak more than one language?

Job-related questions

What do you know about our company?

Have you visited our website? What did you learn?

What are you looking for in this job?

Do you feel you have the potential to fill a higher position than the one you're applying for?

What makes you think we can offer you what you're looking for?

One in five candidates completely fabricates at least one thing on their resumé

Conducting selection interviews

The interview strategy

The selection interview is the most common way of choosing a candidate, but often poorly used as well. **For the interview to be effective, a great deal of preparation needs to go into it**. After all, you only have an hour to choose one person with whom you may possibly work with for many years. The challenge of the interview is not only to ask questions and note the candidates' responses. You could get similar results from a written exam, without you even having to be there.

First and foremost, the interview should be used to evaluate the personality, behaviour and attitudes of the candidates, which are very difficult to identify in a resumé. But keep in mind that a good interview performance may have nothing to do with the candidate's job performance. Some candidates are very skilled at interviews, but are not effective employees. Similarly, a person's nervousness may give a poor impression of a candidate who would actually be an ideal employee. By asking a number of behavioural questions and observing the person's body language, you should be able to separate what's on the surface from what's underneath.

Interview Plan

Welcome and description of the process

Evaluation of individual's knowledge
- Review of resumé
- In-depth discussion of last job
- Verification of training and experience
- Technical questions

Evaluation of personal qualities
- Behavioural questions
- Situational questions

Roles and responsibilities of the position
- Job-related questions
- Brief description of the position and any special requirements (e.g. frequent travel)
- Opportunities offered by the company
- Candidate's questions about the position or the company

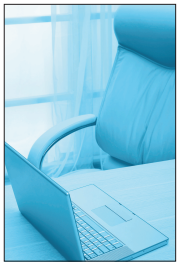
Information about the next steps
- Possibility of a second interview
- Getting the candidate's authorization to check their references
- Expected date of a hiring decision

Conducting the interview

Whether it's conducted in person or online, the interview is the crucial part of the process. Set aside about one hour for each candidate, and use an interview plan to structure the meeting (see example on the left). Give the candidate practical tests as needed. For example, if one of the hiring criteria is bilingualism, conduct part of the interview in the other language rather than simply asking candidates if they're bilingual. If you're generally satisfied with the answers you receive, give the candidate an overview of the job. At this stage of the interview, encourage the person to ask questions. **These questions are a good indicator of the candidate's values**. Are they about the company, the job, their potential responsibilities, the supervisor's management style, or the salary and work schedule? All of these questions are valid, but the priority given to each of them can indicate the candidate's intentions and objectives.

Then prepare to end the interview. If you're not happy with the candidate, indicate that the meeting is over, thank the person, and confirm that they will be notified of the result soon. However, if you think the person is a good candidate, explain this person's potential role and the benefits of working for your company. Verify that the person is still interested in the position, and ask for permission to check their references.

Don't let the candidate take control of the interview



The final selection

After each interview, while it's still fresh in your mind, summarize your impressions by making notes. Remember that making a quick judgment at the end of the day when you're tired can cause you to neglect important aspects and make a poor decision. **Your final decision should be made with a clear head, and be based on all of your notes**.

If necessary, call the candidate for a second interview to assess their style in more detail and ensure that they're a good fit with the company's culture. If it's difficult to choose between more than one candidate, you should choose the one whose personal values seem most in line with company values, and whose personality seems most compatible with the other team members.

If none of the candidates seem adequate, avoid altering your hiring criteria in an effort to complete the process more quickly. **Also, avoid adapting the job description to suit a candidate's capabilities, which is a common mistake**. Instead, try to find a temporary in-house or contract solution and start taking applications again. This is the best way to achieve your recruiting objectives and to obtain the desired performance in the short and long-term.

Candidate evaluation criteria

- Knowledge
- Training
- Experience
- Personality
- Problem-solving skills
- Ability to manage conflict
- Stress management
- Autonomy
- Communication skills
- Compatibility with the team
- Attitude towards attendance

Staff turnover is a reality in every company. As a result, recruiting is a crucial management activity for the organization's development and productivity. Staff retention starts with good recruiting. Filling a position is a serious job that requires preparation and a great deal of thought.

A good analysis of the situation, careful planning, the use of appropriate tools, verification of references, a clear job offer and a well-planned integration, are key to selecting the best candidates and keeping them. After all, retention is the least costly solution to the problem of recruiting!

Professional resources for managers

The Posaction® Plus management assistance program is included in your group insurance contract. The program includes training modules, coaching, a post-traumatic counselling service and psychosocial assistance for troubled employees.

Confidential telephone coaching

- Monday to Friday, from 9:00 a.m. to 5:00 p.m. (ET)

1.877.744.2789

Post-traumatic counselling

- Round-the-clock service for serious incidents

1.800.668.0193

For more details about the program
www.posactionplus.com

Posaction® Plus
Your management assistance program

Psychosocial assistance for troubled employees

By referring employees to professional resources, you'll be helping them take concrete steps to resolve their problems and regain their regular performance at work.

Round-the-clock confidential service

1.800.668.0193

- Work-related problems
- Personal problems
- Family problems
- Dependency problems

No charge for using the services

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Other titles available

- Solving an Absenteeism Problem
- Solving a Presenteeism Problem
- Managing Interpersonal Conflict
- Managing Reactions to Change
- Managing Difficult Behaviour
- Solving a Performance Problem
- Delegating for Efficiency
- Making the Most of Your Performance Appraisals
- Motivating and Developing Your Team

HUMANIA ASSURANCE INC.

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Expert in human capital

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