



**Canadian
Manufacturers &
Exporters**

Recruitment & Selection Guide



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RECRUITMENT AND SELECTION GUIDE

Introduction

The recruitment and selection of employees is central to the success of the human resources function and to the success of the organization. Procedures should be in place whereby the “the Company” can increase the chances of bringing people into the organization who will contribute and be fulfilled by job challenges.

This guide will suggest techniques which would assist in increasing the successful implementation of “recruitment and selection plans within “the Company”.

DOWNLOAD OTHER SUPPORT TOOLS FROM THE HR TOOLKIT AT:

<http://mb.cme-mec.ca/manitoba/main/people---skills.html>

- Health and Safety 101
- Job Description
- Orientation Guide – Skills for Success @ Work
- Performance Management
- Recruitment and Selection
- Introduction to Lean Tools – Video
- Introduction to Problem Solving – Video
- [iCME](#)
- Reading Writing Math Assessment

Section I – Recruitment

Recruitment is the process of finding and attracting capable individuals to apply for employment. To do this effectively, consideration must be given to a number of factors, such as:

1. Job Information

Possessing accurate knowledge of the job and being aware of work conditions, job standards, knowledge, skills and abilities required to perform the job will assist in developing a recruitment strategy. The parameters which define the job must be carefully reviewed.

It will be necessary to obtain current job descriptions for the position which has been targeted for recruitment efforts. Discussion with the immediate supervisor and/or employee(s) who currently hold the position would be helpful in obtaining additional job related information.

2. Job Posting

A decision must be made as to what the most applicable mediums for advertising job postings would be. When possible most jobs should be posted within “the Company”. External job postings may of course be necessary. Job postings should include as much about the job as possible. The more accurately they reflect what the job entails, the more likely the organization will be to attract candidates who possess the required qualifications. It is important to ensure there are no “artificial requirements” which may embellish the qualifications necessary to perform a job.

For recruitment support, public job boards can be very effective (e.g. Monster Board or Workopolis). Using word of mouth can also be very effective. Friends, business contacts and existing employees can act as your “recruiter”. People typically will only refer potential employees to you, if they think there is a good fit. Paying a small “finder’s fee” can be an effective way to find good talent.

Posting in your local paper or local small business organization can also work for you. For instance, job boards offered by trade magazine web sites and associations tend to deliver a narrow, targeted response to job listings aimed at your target audience.

3. Presentation

Job ads should also reflect the image and character of “the Company”, highlighting initiatives which could attract qualified applicants (i.e. team environment). As posting are made public it is an opportunity to promote the organization and support your brand.

Recruiting the right type candidate is far more important than looking at the number of applications received.

Section II – Interview & Selection

When recruitment functions have been carried out the next course of action is to evaluate the response from the recruitment effort. This includes reviewing resumes, deciding who to interview, deciding on interview format and making a hiring decision.

1. Resume Review – What to Look For

- Complete employment dates (month & year)
- Gaps in employment
- Type/level of positions held – progressive or regressive
- Job duties vs. responsibilities
- Specific accomplishments vs. general contributions
- Areas which directly relate to the duties outlined in the job description

2. Short List

Short list criteria are based on how the candidate states their experience and qualifications compared with the job qualifications as outlined through job analysis (i.e. review of job description, work conditions, knowledge, skills and abilities required, etc.)

3. Interview

i. Preparation

Interview criteria/questions should be developed by those who are conducting the interview (immediate supervisor, Human Resources representation etc.). The questions should be recorded with corresponding answers which meet a standard for an acceptable response. The applicant’s interview rating will be based on how they meet or fail to meet the standard for an acceptable response.

Interview questions should be given a weighted rating from to 50 indicating the importance of a response. Essential questions should be rated between 25-50 while

preferred questions should be rated between 10-25. The weight factor is to be recorded on the **Interview Results Worksheet**.

The weighted interview score will be achieved by a formula which gives preference to the Essential questions (refer to the attached **Candidate Assessment Guide** form for details). As stated above, the interview rating is based on how the applicant meets or fails to meet the standard for an acceptable response. This is recorded on the **Candidate Assessment Guide** which is then transferred to the **Interview Results worksheet**.

ii. **Developing the Interview Questions**

Interview questions should be broken down into two primary categories, one being the **Deliverables** and the second being the **Experience, Qualifications and Personal Qualities**.

The **Deliverables** should focus on what are the specific outcomes for the position are that measures if the person is successful in the job.

Experience, Qualifications and Personal Qualities are the overall characteristics and experience that the candidate possesses which are necessary to be successful.

There should be approximately 10 questions for each category.

Use **Behavior Based Interview Questions** which focus on exactly how the candidate has behaved and responded in real life situations from their previous job experience.

Instead of asking “how you **would** behave”, you ask “how you **did** behave”.

Behavioral interview questions will be more pointed, more probing and more specific than traditional interview questions. For example:

- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.
- Describe a decision you made that was unpopular and how you handled implementing it.

Note: Be aware of local Human Rights requirements, ensuring questions comply.

iii. Opening the Interview

- Attempt to put the candidate at ease by zeroing in on something of interest to the applicant as obtained from the resume
- Explain format of interview
- Ask if they have any questions
- Ask the applicant to give a brief review of their resume and job history

iv. Information Exchange

- Reliability is improved when identical questions are asked at each interview and clear interview ratings are predetermined
- Interview rating should be recorded immediately
- Look for specific responses which indicate knowledge, experience and skills in areas which relate to the job description
- Ask for clarification and job-specific examples of past employment experience

v. Termination

- Provide information regarding how the interview will be followed up (i.e. time frames, method of response, etc.)
- Ask if the applicant has any final questions
- Provide further job related information such as conditions of employment, hours of work, etc. It is necessary that the candidate has an informed idea of what the job entails so that expectations of the applicant can be met if they are successful in obtaining the position

vi. Evaluation

- Scoring should be done immediately following the interview and consensus rating should be reached on each question then transferred to the Interview Results worksheet

4. Reference Checks

Interviews should be combined with other predictors such as past job performance as indicated in performance appraisals (internal candidate) or reference checks (external candidates). A Reference Check form should be completed when phoning for references. Three references from past employers, supervisors or instructors should be sufficient.

5. Selection Decision and Follow-up

- Decisions based on bona fide occupational qualifications including information from resume, interview results (verbal and written), reference checks and/or performance appraisals
- The final selection decisions should be based on the interview results, reference checks and assessments (if indicated for this position)

Section III – Recruitment & Selection Evaluation

Recruitment and selection functions should be reviewed annually to monitor effectiveness of these strategies. The review process should include representation from frontline staff.

Measures of recruitment and selection functions include:

- number of applications/resumes received
- time required to post position
- time elapsed before filling position
- cost per hire (e.g. costs of ads and interviewers time vs. success rate)
- number of qualified applicants vs. number of total applicants
- performance rating of hires (as per 6 month and annual performance appraisals)
- turnover of hires
- feedback from successful applicant following orientation program (i.e. is the job what you expected?)

SAMPLE - Interview Questions – Sales & Marketing Leader

Deliverables:

Please summarize for us how your previous experience relates specifically to this position.

1. A top priority for is profitable sales growth. Tell us about your successes in leading aggressive sales growth and highlight strategies you have used to achieve this success.
2. Developing an effective sales team structure is critical to executing sales plans. Tell us the approach you have taken to develop and realign a sales force so that sales execution is effective.
3. As you may know have been focusing on growth through the development of our Distribution Network. Tell us your experience in developing and expanding a distribution network to support growth. Provide a specific example which you are particularly proud of.
4. As you are aware our market focus is on the high-end market. What experience do you have selling into this market segment and how do you go about determining the appropriate distribution channels?
5. Marketing leadership is function of this position, as you know. Explain to us how you have positioned this function within an organization you have worked in. Additionally, tell us how you see the interrelation between sales and marketing, product development/design.
6. What are the key factors, based on your experience, in positioning a company at the upper end of its market segment? How have you accomplished this?
7. Our goal is to understand, clarify, and characterize our market segment such that we know more about our customer base than anyone in our industry. How would enable us to realize this goal?
8. It is the Management Teams responsibility to lead Business Development. Tell us about specific experience you have had in this area and highlight a business development opportunity you spearheaded which you are proud of.

SAMPLE - Interview Questions – Sales & Marketing Leader

Experience, Qualifications, Personal Qualities

1. How would you describe your leadership style? Tell us about your approach to working within a team. What skills do you bring to the senior leadership table which will promote a team environment?
2. Presentation skills and ability to represent the company in diverse public forums are critical skills for this position. Describe for use how you successfully perform these skills. Representing our culture and value system is very important. What thoughts do you have in this area, considering what you know about us?
3. It is necessary to drive results when in leadership positions. What is your approach in accomplishing this?
4. Tell specific experience you have had in leading growth, highlighting how you overcame some of the challenges with growth.
5. Tell us your approach to leading change.
6. What does it mean to you to be fiscally responsible?
7. Question about relocation/location?
8. Tell us about how this position fulfills your current career aspirations and where do you see this position fitting with longer-term career/personal goals?

CANDIDATE ASSESSMENT GUIDE

POSITION: SALES & MARKETING LEADER

ELEMENT: Deliverables

FACTORS	CANDIDATES				
	FACTOR WEIGHT	PTS WEIGHT /10 SCORE			
1. Sales Growth	50				
2. Sales Team Structure	50				
3. Distribution Network Development	45				
4. High-end Market Development	45				
5. Marketing & Sales Interaction	40				
6. Market Positioning	40				
7. Market Segment Awareness	35				
8. Business Development	35				

CANDIDATE ASSESSMENT GUIDE

POSITION: SALES & MARKETING LEADER

ELEMENT: Experience, Qualifications, Personal Qualities

FACTORS	CANDIDATES				
	FACTOR WEIGHT	PTS WEIGHT /10 SCORE			
9. Leadership Style	50				
10. Representation of Company	50				
11. Results Focus	45				
12. Leading Growth	45				
13. Leading Change	40				
14. Fiscal Responsibility	40				
15. Relocation	35				
16. Career Focus	35				

Rating Scores	
10	very strong
7	strong
5	average
3	needs work
1	needs a lot of work
Weighting	
10 - 50 points	where 50 is most important and 5 is least important

Interview Results Worksheet

Position: **Sales and Marketing Leader**

Name:

Date:

	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Deliverables (That which will be accomplished)									
1. Sales Growth	50	<input type="text"/>	0						
2. Sales Team Structure	50	<input type="text"/>	0						
3. Dealer Network development	50	<input type="text"/>	0						
4. Luxury Market Target	40	<input type="text"/>	0						
5. Marketing and Sales Interaction	40	<input type="text"/>	0						
6. Luxury Market Positioning	40	<input type="text"/>	0						
7. Market Segment Awareness	30	<input type="text"/>	0						
8. Business Development	30	<input type="text"/>	0						
Competencies (Characteristics which result in effective or superior performance.)									
1. Leadership Style	50	<input type="text"/>	0						
2. Representation of Company	50	<input type="text"/>	0						
3. Results Focus	40	<input type="text"/>	0						
4. Leading Growth	40	<input type="text"/>	0						
5. Leading Change	30	<input type="text"/>	0						
6. Fiscal Responsibility	30	<input type="text"/>	0						
7. Relocation	30	<input type="text"/>		<input type="text"/>		<input type="text"/>		<input type="text"/>	
8. Career Focus	30	<input type="text"/>		<input type="text"/>		<input type="text"/>		<input type="text"/>	
Total Score			<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>

Rating Scores

- 5 - very strong
- 4 - strong
- 3 - average
- 2 - needs work
- 1 - needs a lot of work

Weighting

10 - 50 points where 50 is most important and 5 is least important