



# Best Practices for Hiring

**BEFORE YOU HIRE**

# Best Practices for Hiring: Before You Hire

Small business owners wear multiple hats. They are designers, accountants, salespeople, marketers and more for their businesses. However, once your business grows, your workforce should grow too.

But how do you know that it's the right time to hire? Deciding when to bring on support for your business is important to its success.

You will know that it's a good time to hire when:



You feel overwhelmed



You have to turn down new opportunities



The quality of your service or products starts to slip



It is more affordable to do some tasks in-house



You want to expand your business

## Understanding your needs

It is important to determine what the role of your new employee will be. Take an in-depth look at the areas that you need the most support in and then look for candidates to fill the gaps.

You will want to identify:

- **The seniority within the organization:** Do you need a manager or frontline support?
- **The number of hours:** Do you need full-time support or seasonal support?
- **The specialization:** Do you need a skilled worker or is this something you can train them for?
- **The qualifications:** Do you need someone with a particular degree, diploma, or work experience or can you hire a student or recent graduate?



## BUDGETING FOR AN EMPLOYEE

You must pay your employees the **minimum wage** that is legislated for your province or territory. If you are limited by budget, you can also look into hiring talent part-time on an hourly basis, or hire contract workers, summer students, foreign workers, or interns. You can use the Government of Canada's **Business Benefits Finder** to find a personalized list of wage assistance programs offered by them.

## EMPLOYEE RIGHTS AND LEGISLATIONS

You must comply with employment standards, workplace safety, as well as employment equity and human rights obligations for your staff. Review the **current legislations related to your province or territory** to learn more about how you can protect the health and safety of workers. Along with physical safety, you also need to create a work environment that is free from discrimination and harassment. The **Employment Equity Act** outlines how you can eliminate barriers to equity in the workplace.

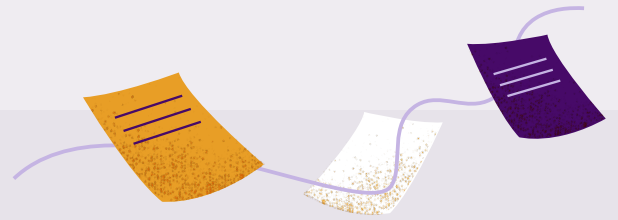
# Creating and Sharing Job Posting

The next step in the hiring process is to create a job posting that attracts the right talent. To get started, look for similar job postings on hiring boards like LinkedIn, Indeed or on the career pages of businesses similar to yours.

## A good job description should have:

- Clear job title
- Brief overview of your company, including a description of the workplace culture
- Job descriptions that list the tasks the employee is expected to perform
- List of required skills, qualifications, and/or experience
- Description of working conditions (e.g. if you are required to drive or lift heavy objects)
- Diversity and inclusion statement
- List of employee benefits and perks like flexible work options and extended healthcare
- Process for applying and documents required like asking for resume and cover letter by email
- Expected start date and salary range
- Request for work samples or portfolio, if needed

Once your job description is ready, it's time to share it! You can post it for free on online job boards, share it on social media through Facebook and LinkedIn, or circulate it within your network. If you have a storefront or physical office, you can also put a poster up in a high traffic area.



## Reviewing Applicants

When you have a few applicants that seem like a fit based on your organizational needs, short-list them. Consider the candidates even if they don't meet all the requirements. They might be able to learn some skills on the job or take a course to strengthen their skills. Shortlist around 3-5 candidates and reach out to them to schedule interviews.

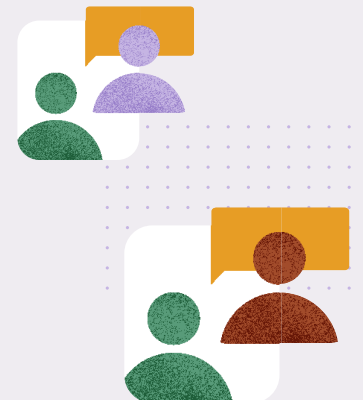
## Interviewing Candidates

Interviewing candidates is an opportunity for you to connect with them and see how well they will fit in the company.

Before you meet candidates, identify what skills you're looking for in your employee and prepare a list of questions. Ensure to ask behavioral and situational questions to help you understand how they handle real life situations. Take notes so that you can recall the candidate's responses accurately.

Interviews can be stressful. So, try to keep it casual and remember that your candidate is probably nervous. When hiring, be aware of your unconscious biases and keep an open mind. It is good practice to structure it as a conversation that allows the candidate a chance to ask questions too.

Lastly, end the interview by letting the candidate know when you will be making a decision and how they will be hearing from you.



# Ethical Hiring Practices

Ethical hiring practices help you assess the right candidates for the job by reducing personal bias from the process. Some common practices are listed below:

- **Be open and transparent about things like salary, required hours, and work environment.** Let the employee know if they will be expected to work late or travel so they can make an informed decision.
- **Anonymize the applicants.** Sometimes, you can develop an unconscious bias about a candidate by looking at their name or background. You can also have someone you trust or use a software to remove identifying details from the application to ensure that you're screening candidates ethically.
- **Focus on assessing their skills and experience instead of looking at their educational and technical qualifications.** Ask skill or scenario based questions at interviews. For example, if you are looking for retail sales staff, ask them how they will deal with an unhappy customer.
- **Have a scoring criteria.** Recruiters sometimes end up hiring the people they like the most instead of picking the most skilled candidate. Scoring each part of the hiring process (technical skills, interview responses, experience, etc.) ensures that you are making an unbiased decision.
- **Get a second opinion.** Include your other employees in the decision making process so that you don't let your personal bias get in the way and fairly assess the candidate. Smaller organizations can also hold multiple rounds of interviews that focus on different skills or modes of testing.



**Best Practices for Hiring** is a three-part guide on employee recruitment, management, and retention. Check out our other guides to learn more about how you can support your staff.

## Connect with other Inuit businesswomen!

The Inuit Women in Business Network supports all Inuit businesswomen by finding mentors, providing easy-to-understand resources, and having a community that will encourage you. Visit [our website](#) to learn how to write a business plan, use Facebook and Etsy for your business, and more!

