

Before the Job Posting: Best Practices for Successful Hiring

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A Fresh 'VU' on People Practices



The VUA Team

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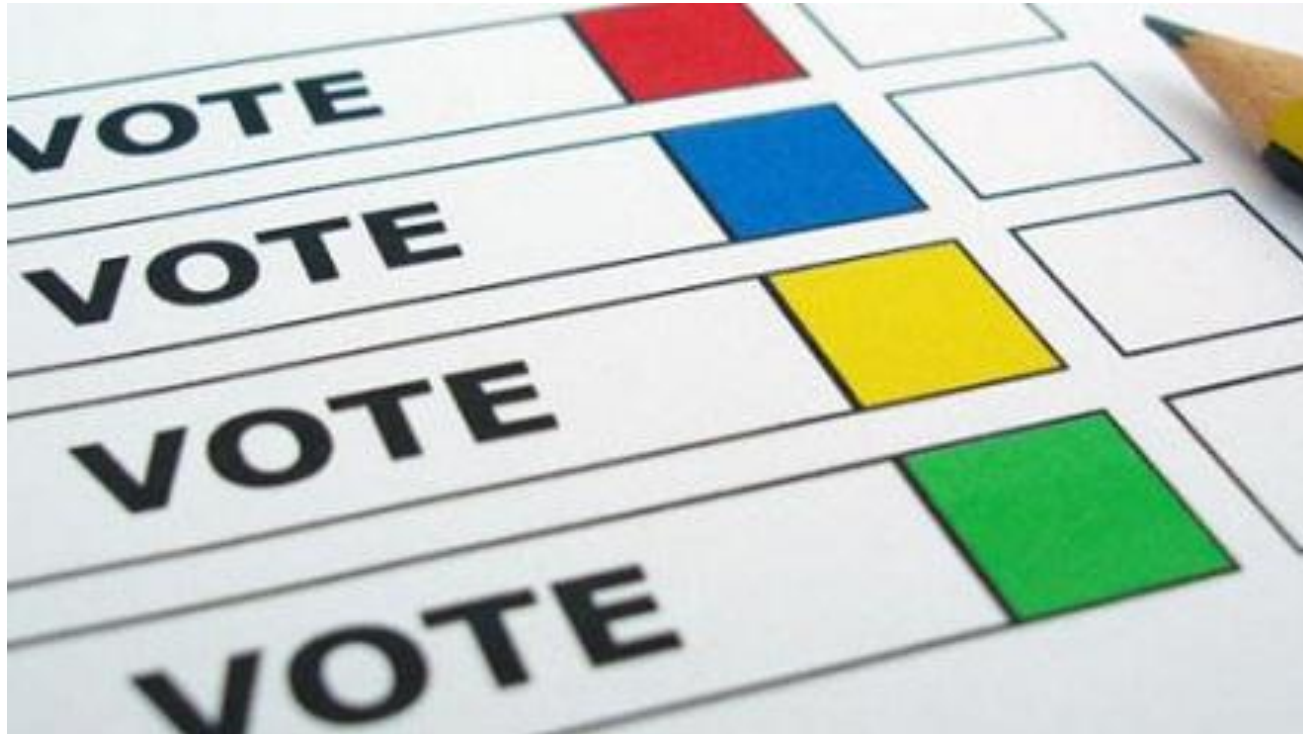
Learning Objectives

□ By the end of the session you will:

- Be aware of the job design process
- Be aware of the legal factors to consider relating to job design
- Be oriented to steps used to identify the ideal candidate



Survey Says...



Use the **polling** function to respond...

Have you had to create a new job?

- I've never created a job.
- Time is a factor – I just use the previous employee's annual performance form.
- I check job postings on Charity Village!
- Oh, was I suppose to create the job?
Doesn't the employee do that?



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Job Design Steps

□ Agenda:

1. Organize the work
2. Create a workforce plan
3. Consider the legal environment
4. Define the job



1. Organize the work



Form before function

Vision
Mission
& Values



Form before function

□ Create a framework of responsibilities

based on:

- Goals
- Strategies

KEY ACCOUNTABILITY	EXECUTIVE DIRECTOR	FUNDRAISING / PROGRAM MANAGER
OVERALL ACCOUNTABILITY STATEMENT	<ul style="list-style-type: none"> ✚ Provide effective leadership and management to staff and volunteers in achieving organizational goals 	<ul style="list-style-type: none"> ✚ Provide effective management and direction to staff and/ or volunteers in achieving program goals
FUNDRAISING / PROGRAM DEVELOPMENT	<ul style="list-style-type: none"> ✚ Lead and facilitate the annual team/unit planning process ✚ Solicit and consolidate team/departmental contributions ✚ Ensure realistic operational and targets are set 	<ul style="list-style-type: none"> ✚ Lead discussions to encourage and solicit stakeholder perspectives relative to the annual planning process ✚ Provide peer counterparts with insight (i.e. opportunities, issues, constraints) to the development of the annual plan

2. Create a workforce plan



Create a workforce plan

To ensure you have the right number of people, with the right skills, at the right time, in the right jobs!

Create a workforce plan



Create a workforce plan

□ Forecast your
labour **demand**

- Trend Analysis
- Ratio Analysis



Create a workforce plan

□ Trend Analysis

- The study/review of the organizations past employment levels over a period of time to predict future needs

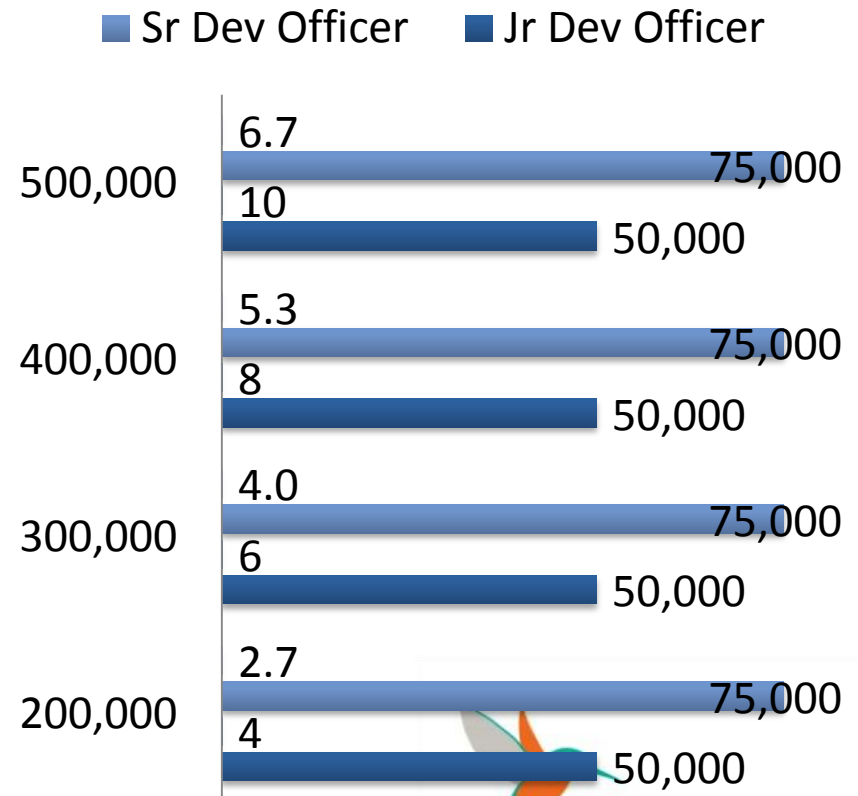
Year	Revenue	Rev/EE	Demand
2011	15,000	250	80
2012	20,000	294	85
2013	25,000	333	90
2014	30,000	368	95

Create a workforce plan

□ Ratio Analysis

- Forecast of future staff based on the ratios between one organizational factor and the number of employees needed

HR Demand



Create a workforce plan

☐ Forecast your
labour **supply**

- Internal
- External



Create a workforce plan – Internal Supply

□ Skills Inventory

- Manual or computerized records capturing employee information
- Used to identify internal candidates eligible for transfer and/or promotion



Create a workforce plan – Internal Supply

☐ Replacement Charts

- Visual representations of who will replace whom in the event of a job opening

☐ Succession Planning

- A process that ensures a ready supply of successors for current and future senior jobs



Create a workforce plan – External Supply

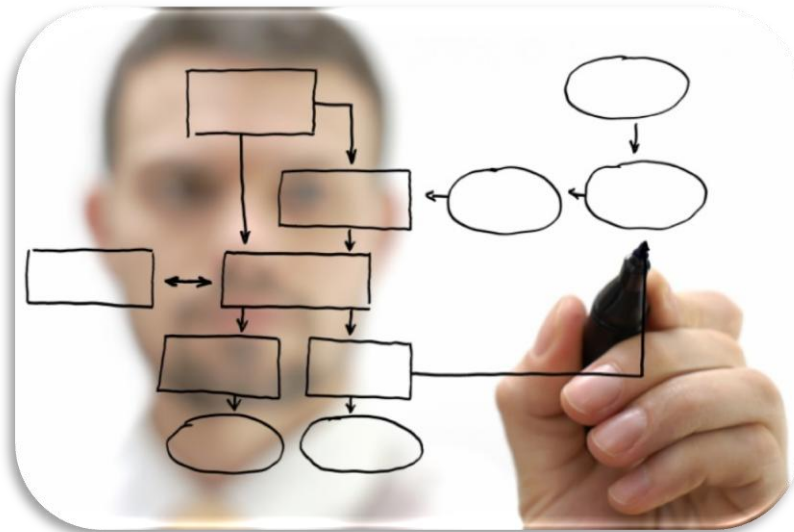
- ❑ Economic Conditions
 - Rate of unemployment
- ❑ Labour Market Conditions
 - Nationally
 - Provincially
 - Locally
- ❑ Occupational Market Conditions
 - Availability of skills
 - Accessibility to skills



Create a workforce plan

□ Recruitment Strategy

- Attraction road map
- Aligns to organizational goals and objectives
- Facilitates ongoing success (fundraising, community service, member service)



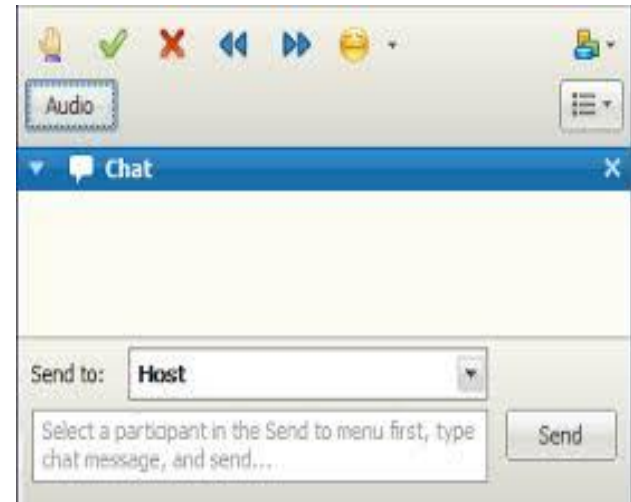
Checking in...



Using the **chat** function to respond...

□ Finish either of the following sentences based on what you just learned.

- I discovered...
- OR**
- I plan to...



3. The Legal Environment



The Legal Environment

□ Constitutional

- Charter of Rights & Fr
- Common Law
- Contract Law

□ Federal

- 10%

□ Provincial

- 90%



The Legal Environment

□ Human Rights

- Discrimination on protected grounds
 - Intentional
 - Unintentional
- Bona Fide Occupational Requirements (BFOR)
- Reasonable Accommodation
 - Accessibility for Ontarians with Disabilities Act

The Legal Environment

□ Employment Standards

- Sets minimum employee entitlements
- Sets maximum hours of work permitted per day and per week

- Canada Labour Code
- Provincial/Territorial Labour Standards Act



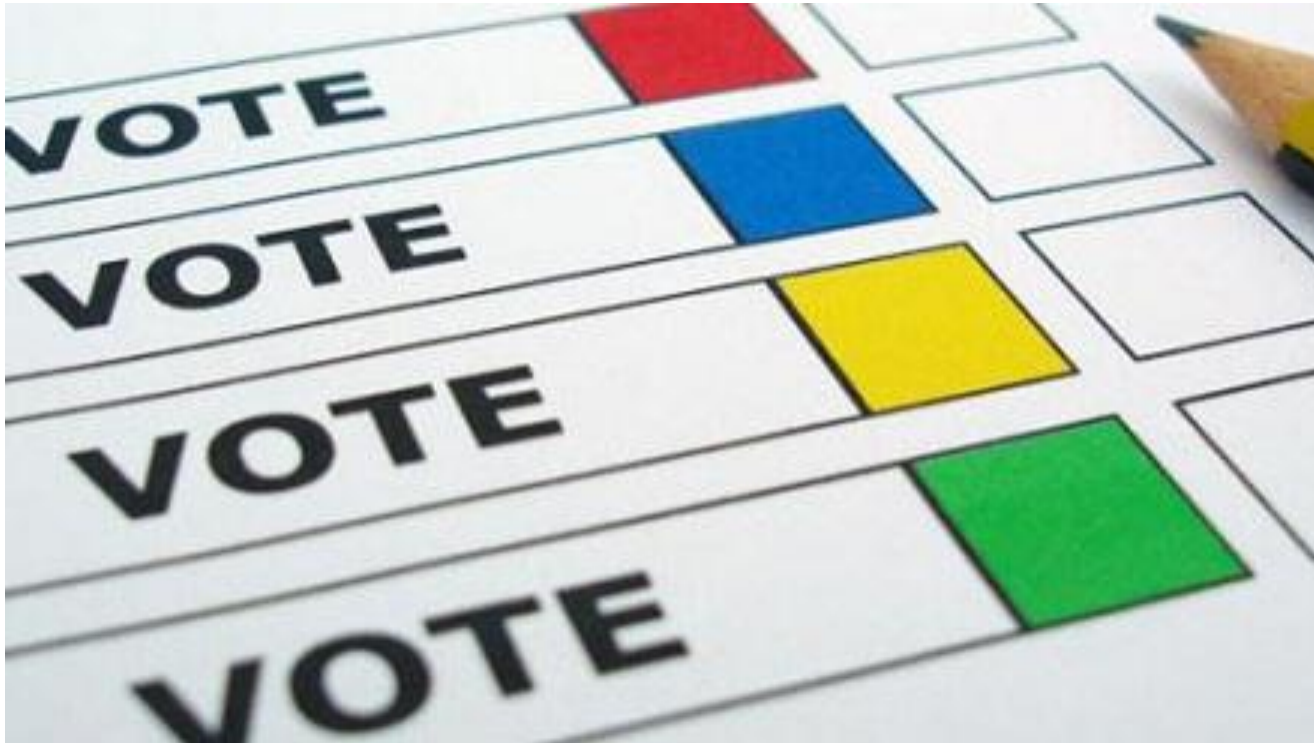
The Legal Environment

□ Employment & Pay Equity

- To address four disadvantaged groups with pervasive employment patterns



Survey Says...



Use the **polling** function to respond...

- Rate your comfort level with managing the legalities affecting recruitment and selection.**
 - Piece of cake...good to go!
 - Definitely need to revisit my notes after the webinar.
 - Time to hire a consultant to take care of recruiting!

What is a job?

- ❑ The work that a person does regularly in order to earn money;
- ❑ A duty, task, or function that someone or something has;
- ❑ Something that requires very great effort



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Structure of the Job

□ Influenced by:

- Organizational structure
- Work teams
- Business processes
- Behavioural
- Job characteristics
- Ergonomics
- Work arrangements

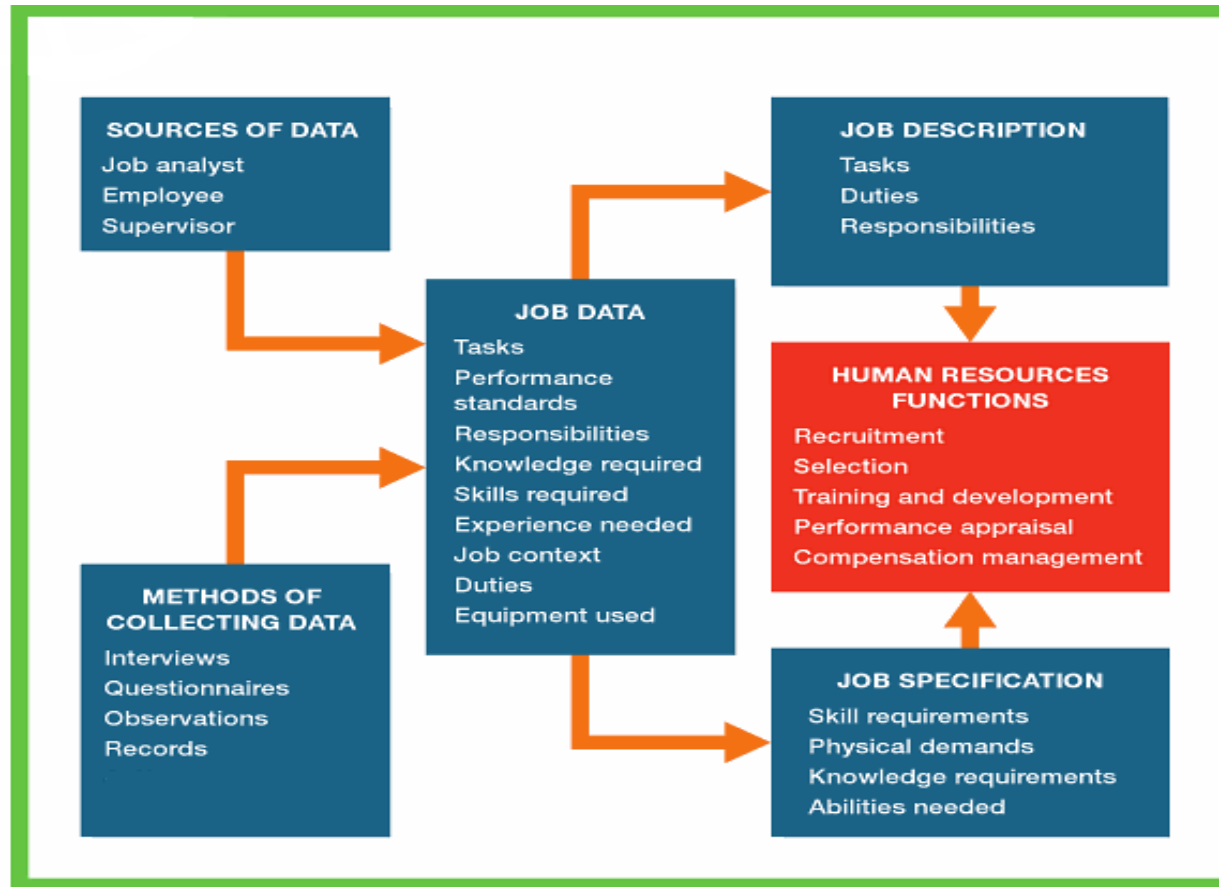


Job Analysis

- **Define** the job through a systematic process that determines the **skills, duties,** and **knowledge** required to perform the desired outcomes.



Job Analysis Process



Source: www.whatishumanresources.com

Who collects job data?

- Job Analyst (i.e. ED/HR)
- Employee
- Supervisor/Manager



How is job data collected?

- Interviews
- Questionnaires
- Observations
- Records



What job data is collected?

- Responsibilities
- Knowledge required
- Skills needed
- Experience required
- Equipment used
- Performance Standards





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Tweet about something valuable you just learned on **Job Analysis...**

#CVhiringwebinar



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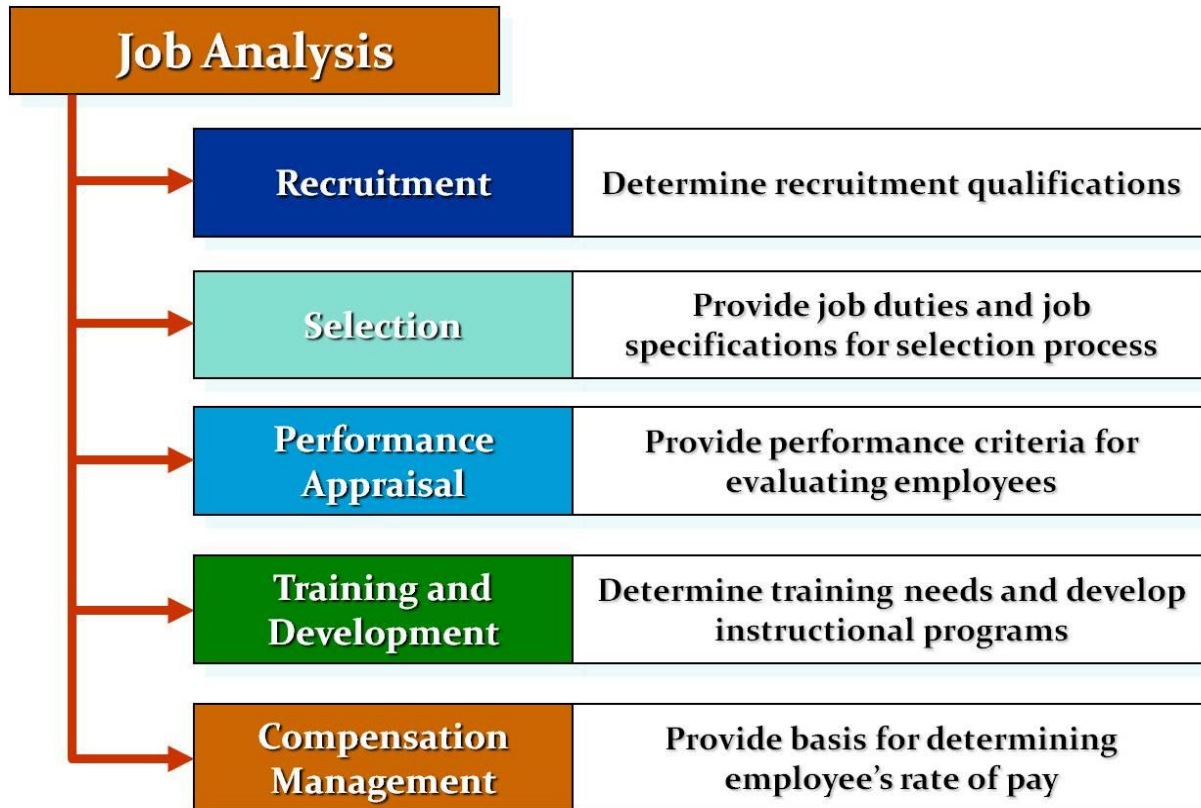


Performance Standards

- ❑ Identifies specific performance expectations:
 - Based on job purpose versus individual
 - Observable, specific indicators of success
 - Meaningful, reasonable and attainable
 - Facilitates “meets/successful” performance rating

- ❑ Expressed in terms of:
 - Quantity, Quality, Timeliness, Cost, Safety, or Outcomes

Job Analysis Creates a Foundation



PDPU-SPM

Job Description

□ A formalized document that captures:

- The purpose of the job
- Who supervises the position
- The responsibilities and/or outcomes is expected to be performed
- The factors that will influence successful job performance

JOB DESCRIPTION

MARKETING & EVENT COORDINATOR

GENERAL EMPLOYMENT REQUIREMENTS

The Marketing & Event Coordinator will serve as the lead staff member that is responsible for two main areas:

- Overall marketing efforts for the Partnership
- Event planning/coordination for various community outreach events throughout the year

To be successful, this person will need to be relationally gifted, a strong communicator, and innovative, as well as having significant marketing/event planning experience. As Smart Start is a complex organization, this person must be a quick learner. Finally, the right combination of being self-directed and yet team-focused will be crucial. Educational requirements include a four year college degree, preferably with a concentration in marketing, and 2 years experience, or an Associates' Degree and 5 years experience.

RESPONSIBILITIES

Critical areas of responsibility are as follows:

- Lead implementation of the Partnership's marketing plan.
- Serve as staff liaison with the Board's Community Outreach & Marketing Committee.
- Serve as the lead staff in media relations.
- Serve as the lead staff member for the Community Education activity.
- Work closely with Executive Director and Board members on special projects.
- Work with Executive Director on website development to maintain website and all contents
- Develop plan for annual events, and then lead in planning the event (with staff, Board, and volunteer support).
- Monitor quality of all internal and external communication pieces.
- Cultivate relationships within the community for future events.

Work Schedule: Part Time, 20 hours per week.

Non-Exempt Position

Salary range: DOQ

EOE

Creating key selection criteria

- ❑ To achieve “successful” performance
 - Education and other formal credentials
 - Job-specific skills, knowledge and experience
 - Standards of performance
 - Behavioural attributes
 - Personality attributes



Your next steps...

- ❑ Consider the learning you can apply to set your organization up for job design success
- ❑ Identify the legal realities you need to develop increased familiarity to
- ❑ Refine the job design process to suit

Any Questions?



Thank You!

- ❑ We value your feedback – you will receive a survey about today's session shortly.
- ❑ We will post the documents for download on the **Charity Village** website (access details will be provided).
- ❑ A recording of the webinar will be available for viewing within a couple of days.
- ❑ **Thank you** for participating and enjoy the rest of your day!



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