



# Human Resources Best Practices

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February, 2023

**HIRE BETTER. TODAY.**

## Recruitment Trends in 2023

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*“Acquiring the right talent is the most important key to growth. Hiring was - and still is - the most important thing we do.”*

*Marc Bennioff*



# 2023 Trends

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- Hire for Motivational Fit
- Passive Candidates Become a Prime Target
- More Selective Candidates-- Candidate-driven market
- Diverse Hiring is a MUST have to build a strong team.
- Recruiters need new skills for the new world of work
- Retention Will Become Even More Important (even for the Season)
- Welcome Gen Z into the workplace

# Hiring Tips

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- Hire for Motivational Fit
- Screen Resumés Properly
- Take Advantage of the Phone Screen
- Interview in Person.





**GOAL**

**Hire a Strong and  
Motivated Team  
for the Season**



It works  
for  
them...



# Motivational Fit

*The extent to which activities and responsibilities available in the job, the organization's mode of operation and values, and the geographic location provide personal satisfaction.*



# Motivational Fit



- "Work place sucks."
- "Pay is too low."
- "Management is horrible."
- "Hours are the worst."
- "Hours are too many."
- "Everyone is unhappy."
- "Doomsday".



Meet Sally



- "I like the work."
- "People are great."
- "Location is perfect. No commute."
- "It works for raising my kids."
- "I like the schedule."
- "As soon as it stops working for me, I will leave."

# Hiring for Motivational Fit

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- Looking at a candidate's motivational fit tells us how closely their likes and dislikes align with the work characteristics.
- It also gives a good indication of how satisfied and motivated they'll be in the position
- Evaluating motivational fit is different from evaluating competencies because we're trying to predict what the candidate "wants to do" as compared to what the candidate "can do."

# Hiring for Motivational Fit

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- We can all think of very capable people who looked great on paper but just weren't motivated to put forth the effort.
- They had the qualifications and they could do the job well.
- But because they weren't happy with their work situation, they weren't willing to demonstrate their best selves.
- You can look for candidates with strong motivational fit while still prioritizing inclusion and diversity.

# Hiring for Motivational Fit

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- Watch out for Bias Interviewing when looking for Motivational Fit
- **Bias interviewing:** Interviewer bias is where the expectations or opinions of the interviewer interferes with the judgement of the interviewee. This can either affect the outcome positively or negatively and that these preconceptions can both consciously and unconsciously influence judgement.
- Can lead to poor hires and even illegal decisions!

# Hiring for Motivational Fit

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- To avoid bias when evaluating for motivational fit, make sure the selection criteria are based on objective job requirements NOT supervisor preferences.
- Three different types of motivational fit are;
  1. Job Fit-Job fit looks at the overlap between the job activities and responsibilities and things that make the job satisfying and meaningful for the employee. In other words, will they find the work itself satisfying?
  2. Organizational Fit -This component of motivational fit looks at whether the organization's culture, mode of operation, and values line up with what the prospect values

# Hiring for Motivational Fit

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- 3. Location Fit --Location fit looks at how well the characteristics of a geographic location match the characteristics a person finds satisfying.
- We've all seen what happens when a candidate's motivational fit doesn't figure prominently in the retain/reject decision. You invest in onboarding and upskilling and then, when the candidate's expectations aren't met, they become dissatisfied and often leave within the first year. Or, if this dissatisfied employee stays, their performance suffers.
- Now you're investing time in turning around poor performance or firing that person and hiring someone else. In the meantime, you've lost time, your talent investment, and productivity. Not to mention the hefty cost of turnover.

# Motivational Fit Interview Questions:

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## **Motivational fit questions ask:**

1. When the person has been satisfied or dissatisfied with a past job-related task or characteristic.
2. What specifically the candidate liked or disliked about that characteristic.
3. Why the situation was satisfying or dissatisfying.

# Motivational Fit Interview Questions:

- What was the best job you ever had? What were your responsibilities? Why do you consider it your best job? Is there anything you didn't like about it?
- Tell me about the job that you enjoyed the least? What were your responsibilities? What did you not like about it? Was there anything that you enjoyed about this position?
- What type of work environment do you work best in? Tell me about a time when you worked in this environment.
- Describe your ideal supervisor? Tell me about a time when you worked for someone like this? What qualities do you not prefer in a supervisor?
- Describe a job where you performed in a similar capacity to the job here at \_\_\_\_\_. What did you like about it? What did you dislike about this type of work?
- Why should we hire you?



# Resumé Flags



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- **Saying a lot while saying nothing at all** - resumé filled with verbiage but no detail are usually something to be mindful of. You don't need to discard but do ask more directed questions to clarify details during the interview process.
- **Ignoring the Basics** - resumé with lots of errors usually do not offer the skill sets needed and become problem hires.
- **Irrelevant references** - A good reference list is crucial. It's a red flag if a candidate's references are unrelated to the job they've applied for or have little experience working closely with them. Because self-selected references are nearly always positive, it's important to assess the value of each reference to see if they're illustrative. Ask your candidate about their relationship with each reference to get a better sense of how relevant their references are. In other words, it's not necessary to check references, but you should at least ask for a minimum of one professional reference. Who a candidate can provide as a reference is telling in itself.

# Resumé Flags



BE prepared for reviewing lots of global resumes.

This is more prevalent than ever before. Must screen and make sure to contact those that are situationally relevant. “Seasonal positions are NOT eligible for sponsorship.” This is the proper way to address global inquiries.

# Temporary Foreign Workers



- BE prepared to interview more temporary foreign workers, refugees and international students than ever before.
- This could potentially be a **GREAT** resource! But must be done properly.
- **If they present a SIN that starts with the #9 you MUST view the work permit and obtain a copy. Send the copy of the work permit prior to hiring through the secure document button.**
- ALL TFWs work permits must be approved by HR before finalizing the hire

# Benefits of a Phone Screen

**Shorter Time to Hire:** By conducting phone interviews in the early phase of the interviewing process, employers can save time and money that would otherwise be wasted on meeting unsuitable candidates face to face.

**Improved the quality of hire:** Phone interviews are primarily used as a screening method which helps an employer eliminate unsuitable candidates for a position.

**Tests candidates' communication skills:** Phone interviews are an especially important part of the hiring process for positions that require candidates to communicate with customers. Those who can communicate well on the phone can usually communicate well in person.

**Reduced Bias:** A properly conducted phone screening interview minimizes the impact of first impressions, thus improving the objectivity of the selection process and reducing bias in recruitment.

**Improved candidate experience:** Even candidates who don't select for a face-to-face interview will feel that you've given them a chance, time and attention.

# Phone Screen Questions

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1. Did you apply for the Garden Center Merchandiser Position at \_\_\_\_\_ location?
2. Where are you currently located?
3. Are you aware of the (insert potential start date) and (length of contract)?
4. Are you currently working? If yes, are you aware this is a temporary position?
5. What is your availability for work? Full time, days etc... Any schedule restrictions?
6. Are you willing to work longer hours during peak periods?
7. Do you have experience (or okay with) working outdoors in a physically demanding position?
8. Are you currently authorized to work in Canada?
9. Why did you apply to the position?



# Follow Up



- For every phone screen you schedule an interview with, follow up by email confirmation. Thank them for their time, confirm how you will meet next and ask them to reply to your email confirming receipt.
- Finish your phone call **AND** send them an email by asking them the same question - to please do you a favour “IF something comes up and you can’t make it can you please let me know so I can give your time slot to someone else.” **These two actions, follow up and a request makes them feel singled out AND WILL reduce your no shows.**



# The Interview



- Returning to In Person interviewing and hiring. Can request the candidate to wear a mask if that makes you feel more comfortable. Give them the option even if you are not.
- Take advantage of your phone screens and digital reminders.
- Always meet in person (safely) before finalizing the hire.
- Send an orientation email to the person before their orientation date reminding them of what they need to bring.

# Passive Candidates Become a Prime Target

## WHO?

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- Passive candidates —applicants who aren't even looking for a job — are people you need to include in your hiring efforts.
- Passive candidates haven't prepared a resume, and their interview outfit needs to be dry-cleaned. They haven't even bothered to push the Apply button
- For a variety of reasons their qualifications and experience make them attractive to hiring managers, who may begin recruiting by inviting considered candidates to consider the position.
- Passive candidates are often those with in-demand skills and unique experience, making them desirable to employers, and sometimes difficult to recruit.

# Passive Candidates Become a Prime Target

## WHY?

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- **Since they are not actively looking for another role, passive candidates may not be interviewing with other companies.** Don't count on this 100% of the time. There are plenty of companies looking for passive candidates. If they are a good candidate, another company may have reached out to them as well, but many times you may be the only other organization they are talking to which gives you an advantage.
- **You expand your candidate pool from 25% of the workforce to nearly the entire workforce.** Expanding your pool will help you include the most qualified candidates that will not be included in the active candidate population alone.
- **Passive candidates are generally high performers.** Research shows that passive candidates are more engaged in their current roles than active candidates, which means they are usually the ones currently making an impact. If you want your next hire to be a high impact performer on your team then you need to be looking at passive candidates.

# Passive Candidates Become a Prime Target

## HOW?

**Method 1: Reference your database.** If you've kept record of your past recruitment methods this is the place to start your search. A candidate who applied in the past may not have been a fit for that role at the time, but they may be the perfect fit for your current role now.

**Method 2: Use your contacts.** Let people know you are hiring. Use it in conversation, ask them to let others know. The more it is talked about the wider the net is spread. Have a regular customer that you have come to know? Ask them if they are interested.

**Method 3: Ask for employee referrals:** Let the employees in your team do some of the recruiting for you. They are closely connected to people in their industry, they know your company culture and they can usually provide a rich source of qualified leads.

**Method 4: Social Media.** Can link company website postings to social media. Ask Human Resources first.

## More Selective Candidates-- Candidate-driven market

**Candidate-first recruitment practices to implement in your recruitment strategy. This means:**

1. Create a process that makes candidates believe the role you're offering is the best opportunity for them. Think of recruitment as a "sales cycle" for talent and create an experience top talent cannot resist.
2. Think about the candidate user experience. Review the application process, provide timely and frequent updates. Provide two-way opportunity at every step. Continually invite candidates to ask questions. Prepare yourself to be transparent and authentic.
3. Be mindful of candidate's time when making decisions. Don't jump to "Hire". Still go through the steps. But do not drag it out either. Candidates want to be hired and start work yesterday.
4. Hire for potential, not experience. Target the "total skills market," looking at applicants who present talent with adjacent skills, candidates whose skills are self-taught,

## More Selective Candidates-- Candidate-driven market

- ✓ **Make** your processes user-friendly and efficient.
- ✓ **Post** jobs on multiple platforms and unique areas. Indeed isn't a one stop shop anymore! Review your ideas with HR first.
- ✓ **Prompt** communication is vital. five days as the optimal communication time, even if it's to say it's no news.
- ✓ **Harness technology** ~ Use various methods available but maintain professionalism.
- ✓ **Be transparent** ~ Candidates appreciate employers that are transparent about job duties and other job essentials, so make sure you're clear about your offerings and expectations.
- ✓ **Be Flexible!** What once "always was" isn't necessarily what "is now."

## What is diversity hiring?

Diversity hiring simply describes the processes of recruiting that supports diversity in the workplace.

Diversity hiring is not about increasing workplace diversity for the sake of diversity. Diversity hiring is all about **giving every candidate an equal opportunity**, regardless of their background. It's about identifying and removing any steps in sourcing, screening and shortlisting candidates that may allow discrimination against candidates and personal characteristics that have nothing to do with their ability to do the job such as gender, age, religion, sexual orientation and so on.

By removing biases against individuals or groups of candidates, the process of finding the best candidates to be considered for the role can be based on merit... and all the qualities identified as essential for the role and the organization.

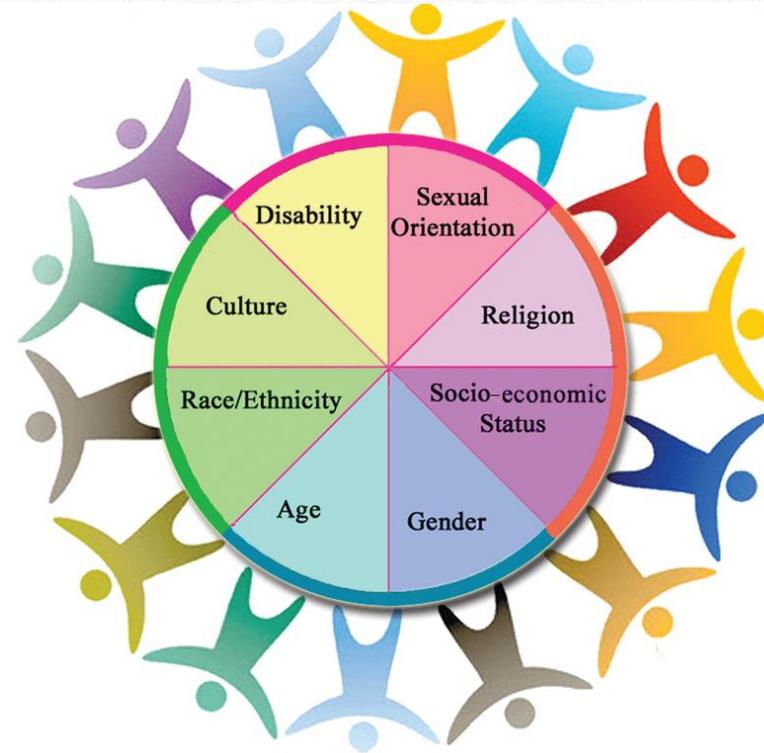
# Diversity Hiring

- According to Monster research, more than four in five (86%) candidates globally say diversity, equity and inclusion (DEI) in the workplace is important to them.
- Additional research found that 62% of people would go as far as turning down a job offer if came from a culture that didn't support a diverse workforce.
- Try to look at candidates who you normally may consider to be an untapped talent.

Diversity hiring is hiring based on merit with special care taken to ensure procedures are free from biases related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance.

# 5 Reasons Why Diversity Hiring Matters

1. It Grows Your Talent Pool
2. Improves Employee Happiness, Productivity and Retention
3. It improves innovation and creativity
4. It is positive for the company brand.
5. It increases your workforce's range of skills, talents & experiences



# Diversity Hiring

# Recruiters need new skills for the new world of work

- 1. Basic Marketing Knowledge**--To woo the best talent, recruiters need to know how to sell the job and its perks in the right fashion
- 2. Solid relationship-building skills**- First person with whom a candidate has contact. Use this to build a relationship with perspective hires. You are selling the job to the candidate. Provide a clear and accurate picture so that the candidate can make an informed decision. Listening actively and empathetically to what candidates, coworkers, and managers are telling recruiters will give them invaluable information on job expectations, working conditions, interpersonal relations, and candidate ambitions.
- 3. Quick decision-making**~Stay in touch with the market trends and be able to apply their knowledge to make faster strategic decisions about whom to hire and from where to hire

# Recruiters need new skills for the new world of work

**4. Strong attention to detail**~The cost of a wrong hire can be enormous, regardless of which role it is for. Therefore, recruiters need to have the ability to sift through the masses of candidate information, select the most appropriate applicants and make a careful decision after interacting with them. If one does not pay attention to detail, that can lead to a lower quality of hire.

**5. Ability to create a positive candidate experience**~ Did you know that 69% of applicants would not accept a job with an employer with whom they had poor experience? Recruiters are in charge of creating a positive first impression for the potential hire on behalf of the company. Therefore, it is vital to ensure that the entire recruitment process flows smoothly, is as transparent as possible, and involves appropriately challenging selection rounds.

# Recruiters need new skills for the new world of work

6. **Exception Communication Skills**-Candidates crave communication when applying for jobs. A CareerBuilder survey found that 84% of candidates expect a personal email response acknowledging the company has received their application. Plus, 36% of them expect to be updated throughout the hiring process.

Unfortunately, only 26% of companies inform the candidates about the status proactively. Therefore, recruiters must ensure the applicants they handle are continually updated about where they stand in the recruitment process.

Ghosting them is detrimental to the company's reputation. However, prompt communication is just one part of it. The communications themselves need to be respectful, coherent, informative, and personalized.

# Recruiters need new skills for the new world of work

**7. Excellent Time Management Skills~** Recruiting involves a lot of back-and-forths and juggling large amounts of data simultaneously, which can be highly stressful unless the recruiter has excellent time management skills. They need to be able to organize their day and their task list so that things happen accurately and on time without being overwhelming.

**8. Reliability~** The best thing recruiters can do for both sides is to set realistic goals, keep communicating, and deliver on the promises you make. Both the company and the candidates need to feel like the recruiter is on their side. As mentioned previously, they must always provide interview feedback to candidates and regular updates to hiring managers. Reliability is one of the most important skills recruiters need to thrive.

# Recruiters need new skills for the new world of work

## 9. Patience

This may seem obvious, but the process of how to be a good recruiter requires them to exercise patience during the recruitment process. There are multiple candidates to follow up with and schedule interviews with, which can naturally get stressful at times.

However, the best recruiters know how to keep any impatience in check when speaking with candidates. Plus, bear in mind that the pandemic has been stressful for everyone, so a bit of patience goes a long way.



# Conclusions Regarding New Skills For Recruiting

The business world is in a constant state of flux, and new technologies and hiring preferences can emerge at any time. Recruiters need to be able to adapt to these changes quickly and take them in your stride, which is why these recruitment skills are a must-have!



## Don't Forget

Lots of training resources are available with HR Downloads. Talk to HR about what areas you are interested, and webinars can be assigned to your library for you to take. There's also articles and other material available. **Just ask!**

# Retention Will Become Even More Important

(even for the Season)

- Managing for employee retention involves strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the entire season.
- It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality.
- Fairness and transparency are fundamental yet powerful concepts that can make a lasting impression on employees
- **Retention = Job Satisfaction** from your employees. Its important to understand Job Satisfaction and how to achieve it.

# Retention Will Become Even More Important

(even for the Season)

## Proven Ingredients for Job Satisfaction:

1. **Communication**~ Communication can be extremely important to retaining levels of satisfaction, on both a personal and professional level. It is exhibited in allowing employees to be open, collaborative, trustworthy, and even confrontational when needed.
2. **Culture**~ Defining a company culture links to job satisfaction as it provides values and guidance about topics ranging from organizational goals to appropriate levels of interaction between employees.
3. **Leadership**~ when employees feel that leaders can guide them through tasks, their motivation and satisfaction increases.

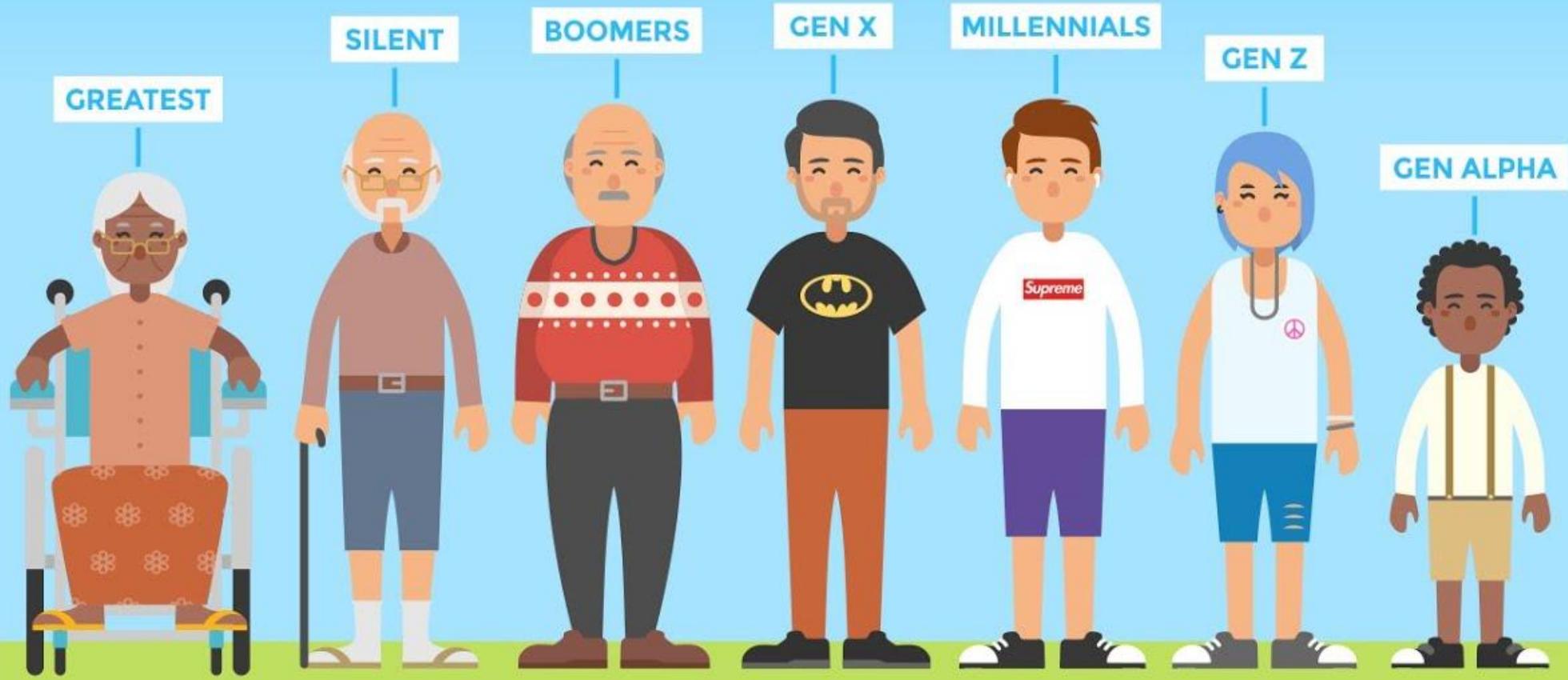
# Retention Will Become Even More Important

(even for the Season)

## Proven Ingredients for Job Satisfaction:

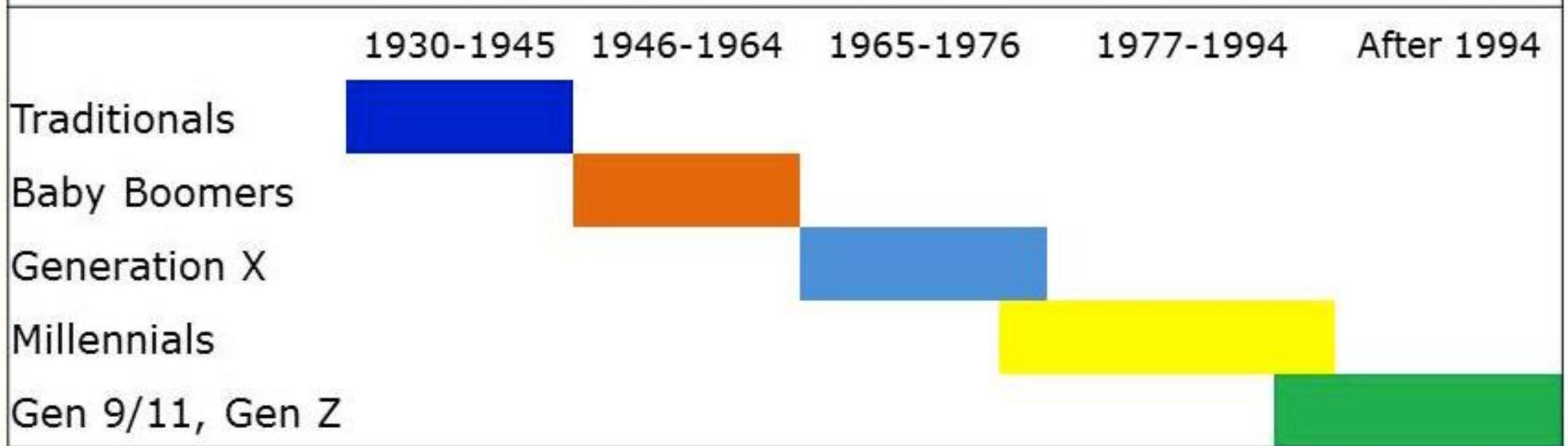
4. **Working conditions**~ Job satisfaction can be increased if a resilient workplace is a cooperative environment. This means a place with respect for diverse ideas and opinions, honest and constructive feedback, mentoring opportunities, and freedom from harassment
5. **Recognition**~ **Recognize good work.** 63% of employees feel like they don't get enough praise. This job satisfaction statistic reveals a huge opportunity for leaders to step up and make their employees proud of their work. Give feedback often and workers value the time you took to do so. Especially when its constructive.

# EVERY GENERATION



# Framework for Workplace Generations

*From the book, Forgotten Respect, 2015, Dennis E. Gilbert*



\* Experts positions vary slightly, especially in the definition of Millennials and Generation 9/11 (Gen Z)

# Generations in the Workplace Chart



## The Silent Generation

Born between 1928 and 1945

- Not familiar with technology
- Personal interactions
- Managerial experience
- Pension plans are a priority

## Baby Boomers

Born between 1946 and 1964

- Traditional recruiting process
- Face to face interactions
- Do not like changing jobs
- Prefer mentoring younger groups

## Generation X

Born between 1965 and 1980

- Can adapt to technologies to some extent
- Usually proud of their industry experience
- Financially responsible
- Self-reliant

## Millennials

Born between 1981 and 1996

- Tech friendly
- Want to lead
- Value deeper purpose and philosophy at workplace
- Want to be judged by the quality of work and not the hours of work

## Generation Z

Born between 1997 and 2012

- Extremely comfortable with the latest tech
- Looking for stability
- Prefer flexible working hours
- Prefer diverse workplaces

# Welcome GEN Z

Exhibit 2

The search for the truth is at the root of all Generation Z's behavior.

**'Undefined ID'**  
"Don't define yourself  
in only one way"



Expressing  
individual **truth**

**'Communaholic'**  
"Be radically  
inclusive"



Connecting through  
different **truths**

**'Dialoguer'**  
"Have fewer confrontations  
and more dialogue"



Understanding  
different **truths**

**Realistic**  
"Live life  
pragmatically"



Unveiling the **truth**  
behind all things

McKinsey&Company

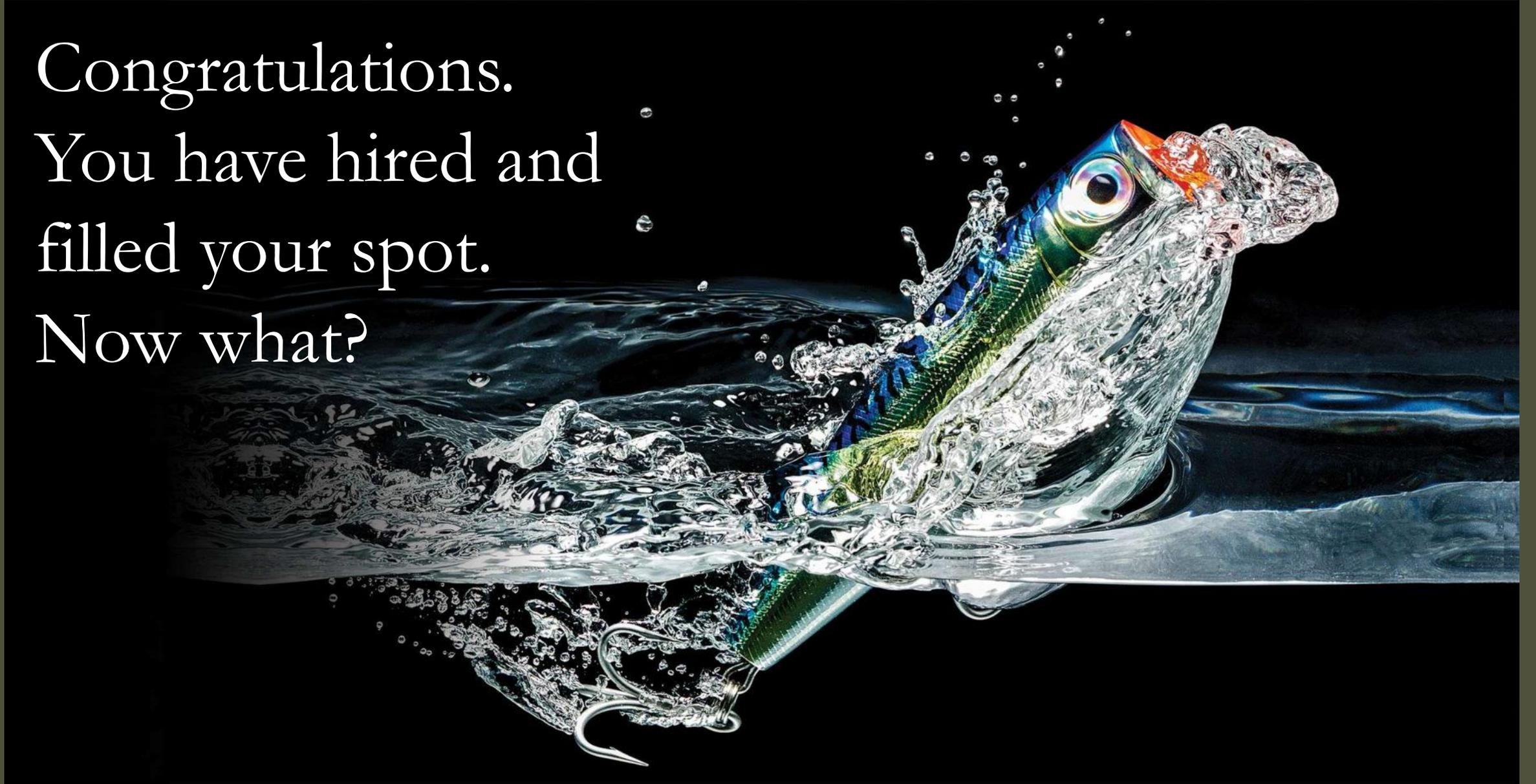
# Gen Z At-a-Glance

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- Nearly one in five Gen Zers expect a job offer one week from the initial phone screen. The majority expect an offer within two weeks.
- Gen Z has no patience for outdated recruiting technology. 46% have applied for a job on their mobile device, and 54% won't complete an application if your recruiting methods are outdated.
- Gen Zers value face-to-face relationships and meaningful work: they rank their relationship with their recruiter as having the highest impact on their decision to accept a job.
- Gen Z wants their work to be meaningful: they rank job duties & responsibilities higher than any other generation when it comes to accepting or rejecting a job offer.
- Gen Z expects to job hop more than their millennial and Gen X counterparts: 55% plan to work for their current employer for less than three years.



Congratulations.  
You have hired and  
filled your spot.  
Now what?



Laura from HR



## Steps After Hiring...

1. Email Allison AND Gina the full name, store they are being hired at and their last two digits of the year of birth.
2. This will approve their set up for the website and get them set up in Time Guardian.
3. Biggest request is communicating your hiring activities in a timely manner.

# Orientation Processes

- All hiring processes must be followed. No short cuts.
- All orientation processes must be followed. No short cuts.
- New hires (including re-hires IF they missed a season) must have full orientation completed prior to start date. NO exceptions.
- Re-hires can have a condensed orientation version but also must be completed prior to first day in the stores.
- If someone shows to orientation without the basic documents (Identification, SIN, Work Permit). Do NOT proceed. You must cancel the session. We need to be able to pay them before you proceed with training.

# Seasonal Contracts

- Remember these are seasonal termed contracts. Returning workers are a bonus but they are each individual contracts. Its important to understand and use the proper terminology. It is also important that the candidate understands. Each season they must apply again. Please ensure this message is clear.
- Do not use the term “lay off” with your staff. These are end of season. Lay off is for full time staff or in between seasons IF not doing a new contract.
- Must be completed prior to first day in stores-can be done at in person interview.
- New pay rate is \$17.00/hr for new hires and \$17.50/hr for returning. No further increases will be considered.
- These are legal documents. Please ensure accuracy when entering.
- Common contract errors: NO SIN number should be entered  
Must be in candidates legal name (no nick names)

# Training

- All training is paid time and must be done prior to working in the store. If they have an accident on the job, and this isn't done, we haven't done our due diligence.
- Use the checklist provided to track your document submission. This is your responsibility.
- Please send in documents by employee, do not mix any scans as this makes it difficult for electronic filing.
- Ensure all documents are completed prior to signing.

# Required Training

## 2023 HIRING/PAYROLL FORMS SUBMITTED

✓ completed or N/A for returning

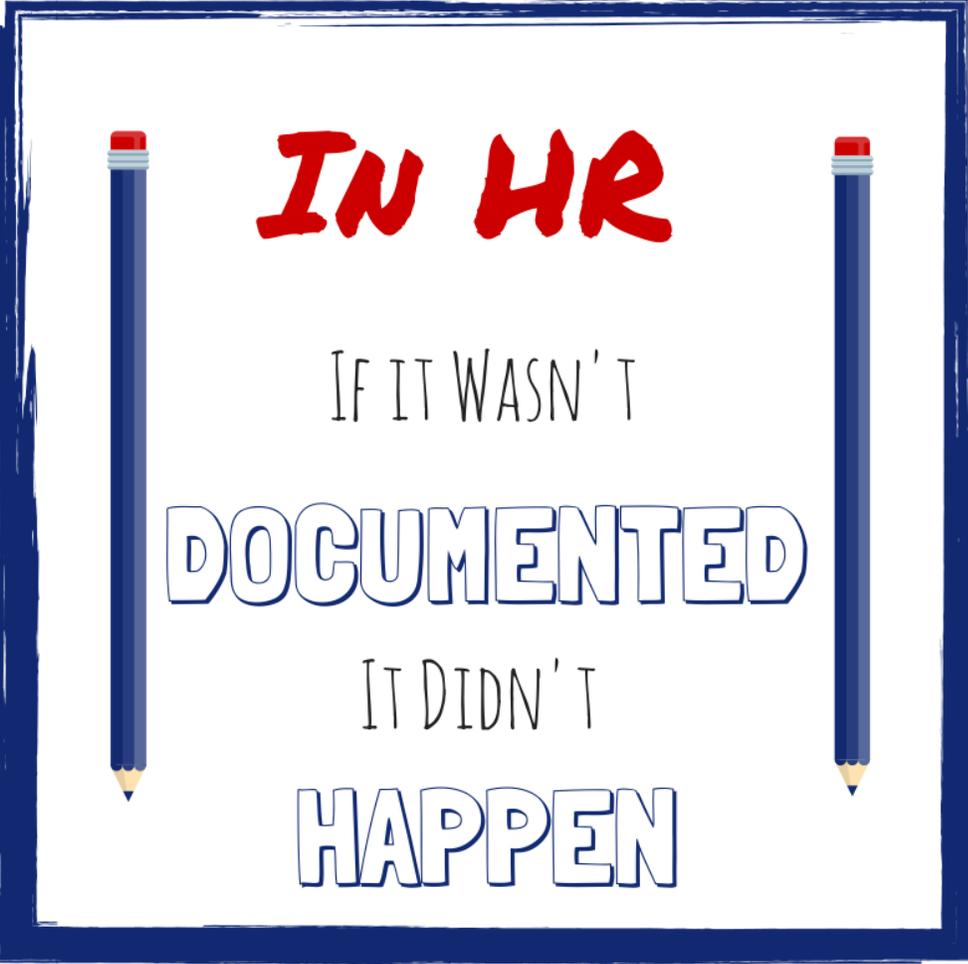
Employee Name	In-Store Service Work Agreement	Employee Information Record	Worker Health & Safety in 4 Steps (MOL)	In-Store Service Job Description	Vehicle Authorization Form	Seasonal In-Store Service Employee Handbook	Orientation Checklist	Website and Payroll Tutorials ROT	Job Specific Hazard Training	Safe Handling Procedures for Shipping Racks	Accessibility Std. for Customer Service Quiz	Integrated Accessibility Stds & Human Rights Quiz	Hiring/Payroll Forms Summary Checklist
New Employees	Yellow	Yellow	Yellow	Yellow	Purple	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Returning Employees	Yellow	Orange	Black	Black	Purple	Yellow	Black	Yellow	Yellow	Yellow	Black	Black	Yellow

Colour Legend

Yellow	Mandated
Orange	Only if there's changes
Black	Not required
Purple	Only if Applicable

*“Confidence comes from discipline & training.”*

## Documentation: Human Resources



**IN HR**

IF IT WASN'T

**DOCUMENTED**

IT DIDN'T

**HAPPEN**

- It demonstrates professionalism
- It provides helpful guidance for performance
- Ensures the entire Onboarding process has been done correctly.
- Keeps you on target (deadlines and goals).
- Legal compliance.

# Remember!

- Never send ANY personal information by email! This includes;
  - SIN number, Driver's License, Banking Info, Health Card.
- Use the secure document transmission button on the website when not including on the prontoform directly.
- Phase 1 of Advertising has begun. Phase 2 will go live April 1.
- Be mindful of how early you hire. Unless its very selective, targeted hiring, the random person is not willing to wait long to start working. Work with Brian and HR to target when it is appropriate to start hiring.
- Once you have a more final summary of who is returning, please send into HR.



KEEP  
CALM  
AND  
CALL  
HR

KeepCalmAndPosters.com

Call Human Resources  
if any questions or to  
ask for help

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“Blossom by blossom the  
spring begins.”

A.Swinburne