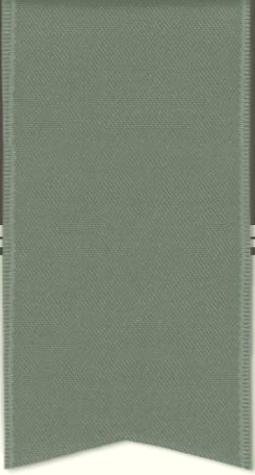


HIRING IN 2024

“How we hire impacts who we hire” – John Vlastelica





“THE COST OF DOING THINGS OVER AGAIN IS FAR GREATER THAN THE COST OF DOING IT RIGHT THE FIRST TIME.” – UNKNOWN



2024 Hiring Trends

- **Flexible** and **Adaptive** Work Models
- **Diversity, Equity, Inclusion & Belonging** Is Still Very Much Alive
- Changing **Workplace Demographics**
- Remember **Motivational Fit** is still key to the best hire.

What does this mean in terms of Best Practices?

1. Re-engage previous seasonal employees
2. Tap into your network (ask for referrals!)
3. Source candidates that are more likely to want seasonal work
4. Collaborate with nearby educational institutions
5. Prioritize the candidate experience

What does this mean in terms of Best Practices?

6. Be flexible in your recruitment process
7. Back your hiring process with a positive work environment
8. Target your interview questions appropriately
9. Be upfront about non-negotiable criteria
10. Focus on **QUALITY** hiring-Hire right the first time.

Hiring Tips

- **The Importance of a strong hiring process** (Follow all the steps, don't skip the line regardless of a candidate's presentation).
- **Screen Resumes Properly-** (Ask the right questions, watch out for red flags.)
- **Take Advantage of the Phone Screen-**(ALL candidates should have a two-step process. First the phone screen, second—in person interview.)
- **Know your hiring goals.** (It's not just numbers, it's what do you want your final team to look like?)



GOAL

Hire a Strong and
Motivated, Team for the
Season

Flexible and Adaptive

Benefits of offering Flexibility

- Prioritizes employee wellbeing.
- Expands your talent pool worldwide.
- Reduces recruitment costs and time to hire.
- Attracts passive candidates.
- More engaged staff.
- Improved productivity.
- Diverse perspectives.
- Higher employee retention.

Job applicants don't just want greater flexibility from their employers. They expect it.

“2024 Canada Salary Guide shows that the top perk employees want is a flexible work schedule, 75 per cent of respondents said this to be exact.”

Discussion Time

Flexible and Adaptive Tips and Best Practices

What does Flexibility look like in these roles?

What examples have you implemented in the past that have been successful?



Diversity, Equity, Inclusion & Belonging (DEIB)

- **Job seekers are looking** for a work environment that fosters diversity, inclusion and belonging.
- **Employees favor businesses** that provide a safe and inclusive environment.
- **Focus** on fairness, using unbiased language, and making sure that job ads are inclusive and representative for every individual
- **Looking Beyond Tokenism:** The Need for Genuine Diversity and Inclusion It's time to move beyond the mere hiring of one person of color or including one woman on a male-dominated panel.
- Understanding and Navigating a **Multigenerational** Workforce

Diversity, Equity, Inclusion & Belonging (DEIB)

1. **Be aware of your own biases**--mitigate potential biases in your hiring process and intentionally offer inclusive communication and interaction practices.
2. **Diversify your referral networks**--Broaden your network to include individuals in your local advocacy groups and organizations who support historically marginalized groups. Practically speaking, you will have to move out of your comfort zone to make new connections, network, and learn. This is the best way to diversify your referral network, including those who participate in your referral programs.
3. **Be aware of how you communicate and interact with all candidates.**--Employers must invest in creating an exceptional candidate experience at every point in the hiring process in order to remain competitive in today's job market. This means it's important to be mindful of every email communication, phone conversation, and in-person interaction with job seekers.

Discussion Time

(DEIB) How to Tips and Sharing Experiences

What does DEIB look like in these roles?

What examples have you implemented in the past in this area that have been successful OR what examples have you experienced where you caught your own bias affecting your hiring decisions?



Workplace Demographics

What does today's workplaces look like?

1. Aging Population
2. Multigenerational groups-
Growing Importance of
Millennials and Gen Z
3. New Canadians (including new
citizens, refugees, temporary
workers permanent
residences)
4. International Students
5. Increasing Ethnic and Cultural
Diversity
6. Greater Gender Balance



Canada's Aging Workforce



68.2% of people aged 55 to 64 were working in October 2021.

(StatsCan, 2021)

Older workers in Canada nearly tripled in number from 1996 to 2018, bringing the ratio of older (55 and over) to younger (25 to 34) workers near parity.

(StatsCan, 2018)



Older workers tend to have:

- ✓ Depth of experience
- ✓ Less need for supervision
- ✓ Lower absenteeism
- ✓ Lower turnover
- ✓ Emotional maturity



A well-designed workplace benefits everyone. Workers of all ages are more likely to remain in workplaces that prioritize their safety and well-being.



A safe workplace benefits

all workers

- Consider improvements such as mechanical assets, workstation design, handrails/grips, adequate lighting
- Offer flexible work options like part-time or hybrid arrangements
- Develop safe work procedures
- Promote active living, healthy eating, stress management, and work-life balance initiatives

Training tips

- Incorporate past experience
- Provide context for information
- Allow more practice and classroom training for new situations
- Use short, active, clearly written procedures
- Group equipment or tasks with similar functions

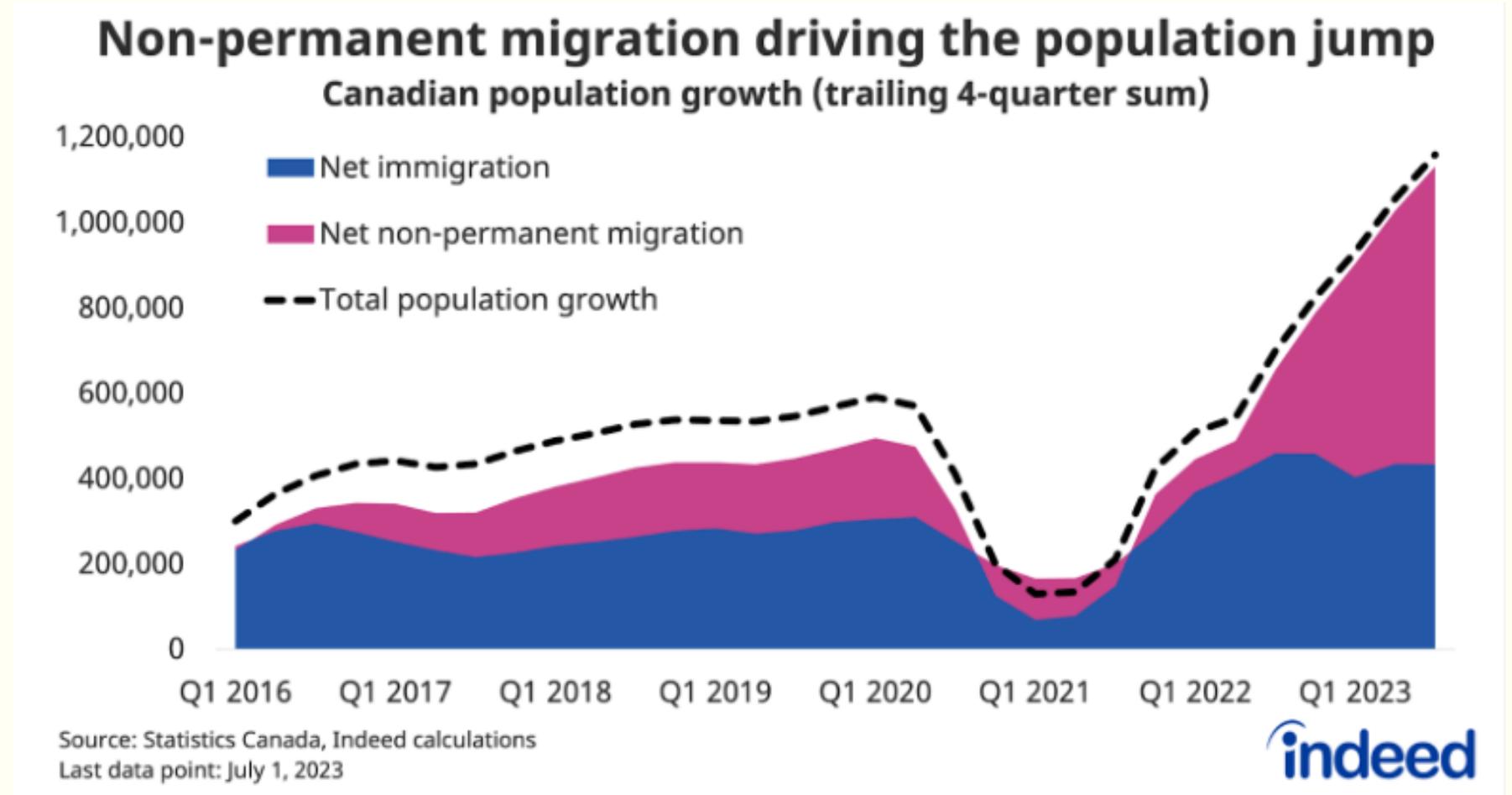


Did you know?

- Older workers tend to be loyal and are less likely to change jobs as frequently
- Age does not determine curiosity or capacity to learn
- Older workers suffer fewer job-related injuries, although injuries may be more severe
- Many workers, regardless of age, enjoy new technology

Workplace Demographics

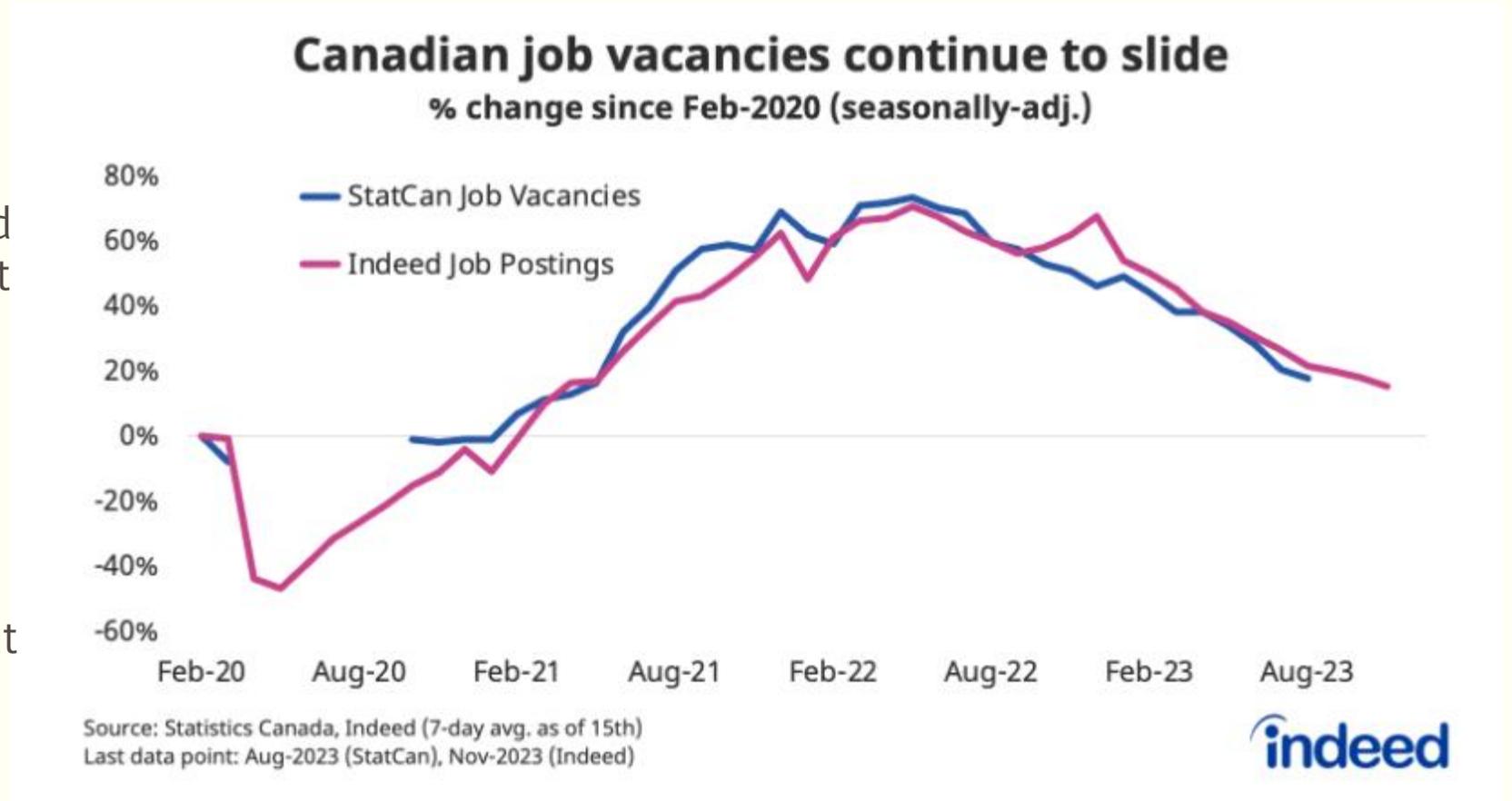
International migration to Canada will likely be elevated, but uncertain



Workplace Demographics

Both Statistics Canada job vacancies and Canadian job postings on Indeed fell throughout 2023 across most sectors, and were down 26% and 29% year-over-year as of August and mid-November, respectively.

Job postings remain 17% above pre-pandemic levels, owing to their exceptionally high peak in early 2022, and their relatively gradual pace of decline since, but there are no signs of near-term reversal in the trend.



The Impact of Changing Demographics on the Labor Market

The shifting demographics of the workforce have significant implications for the labor market

01.



02

The aging workforce poses both challenges and opportunities for employers

Diversity in the workforce is increasingly important in today's globalized economy

03



04

The rise of the gig economy is another trend that is reshaping the labor market

Automation and technological advancements are also impacting the labor market

05



06

Finally, the geographic distribution of the labor force is changing

FasterCapital

Discussion Time

Workplace Demographics

How do workforce demographics affect recruitment and hiring strategies?

What are some best practices that you have implemented to address the changing work force demographics?





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

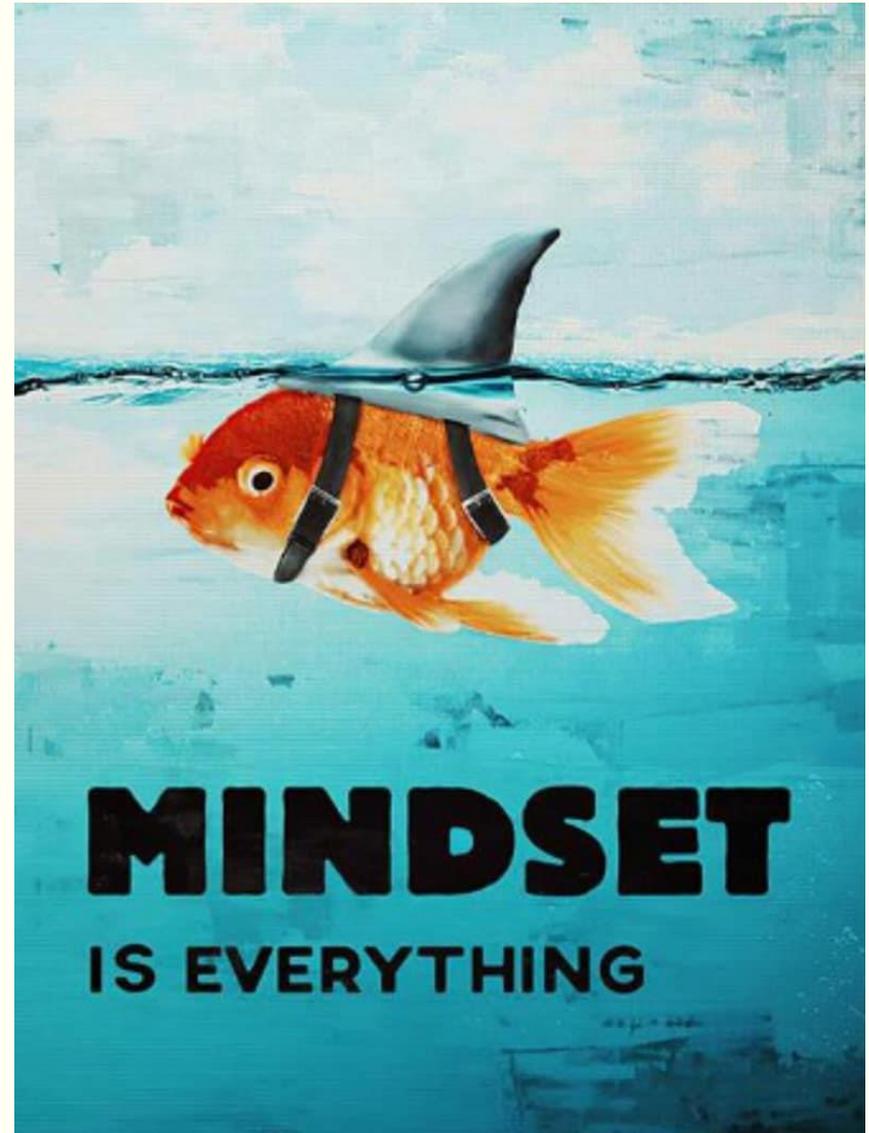
- "I like the work."
- "People are great."
- "Location is perfect. No commute."
- "It works for raising my kids."
- "I like the schedule."
- "As soon as it stops working for me, I will leave."

Discussion Time

Best practices For Motivational Fit

How can motivational fit be used when filling these positions?

What are some experiences you have had using motivational fit in your hiring practices?



HR 101 Reminders

- Importance of Communication
- Steps after Hiring
- Contract Reminders
- Documentation
- Due Diligence
- Orientation Process
- Training
- Final Reminders



Importance of Communication

- Today, decision makers in hiring recognize that candidates need more information to decide where they want to work.
- Enabling effective communication not only during the hiring process but throughout their employment period results in a successful placement and positive experience for both parties.
- Maintaining clear communication throughout the process means that even if a candidate does not get the job, they maintain a positive experience of the company



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.



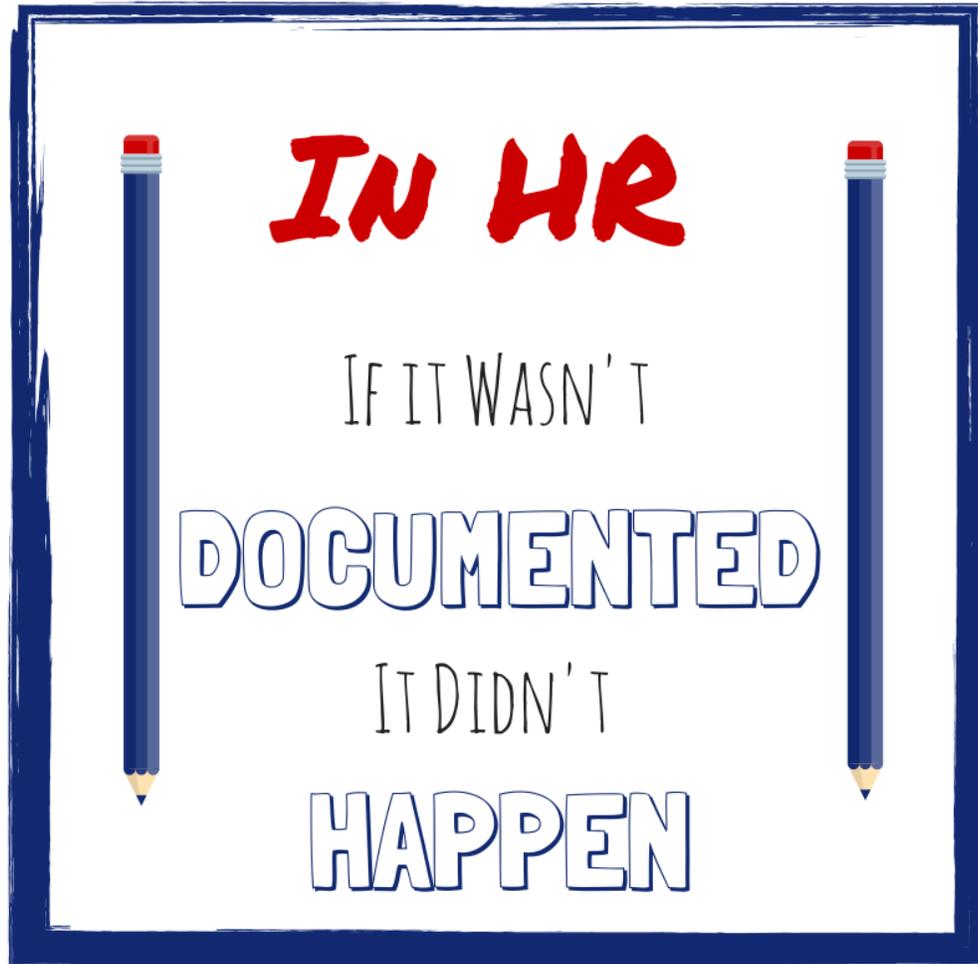
Termed Contract Employment Reminders

- Remember, these are seasonal TERMED contracts!
- They must accurately reflect the offer with **start** and **end** dates aligning properly. Information **MUST** be accurate!
- If extended beyond the end date a new contract **MUST** be created prior to the end date occurring.
- **Note:** If an employee works **past** the end date of a fixed-term contract, without a new contract being created, they will be **deemed** a permanent employee at common law with all applicable ESA regulations.
- Prevent issues arising in the future, make it **clear** from the start that the position is **temporary**. If they want to be **considered** for a future contract they must **re-apply**. Ensure they are aware no assumptions are made.

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.
- Pay rate for 2024 is still being reviewed, you will be notified of the final decisions early next week
- 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)

Documentation: Human Resources

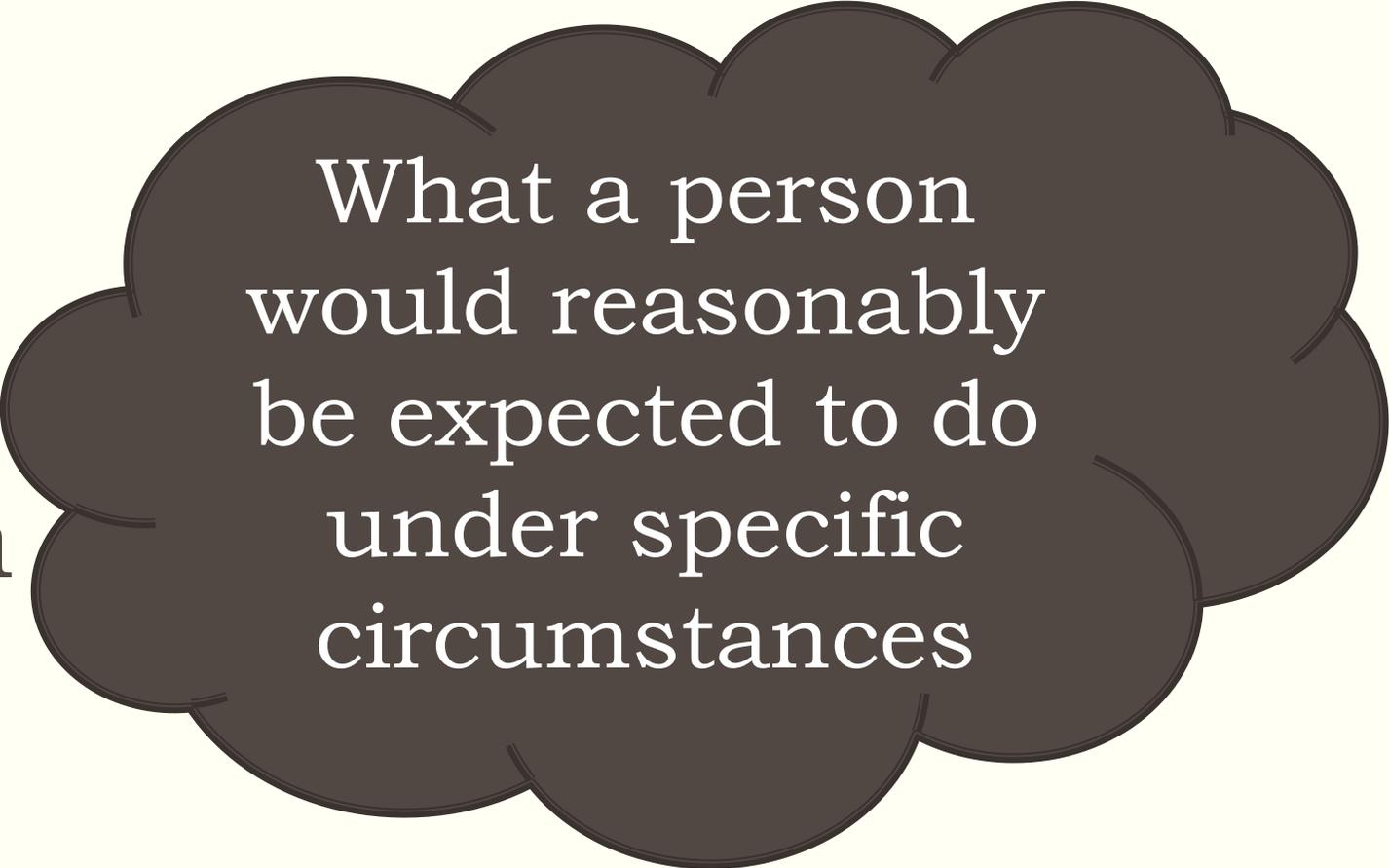


- It demonstrates professionalism
- It provides helpful guidance for performance
- Ensures the entire Onboarding process has been done correctly.
- Keeps you on target (deadlines and goals).
- Legal compliance.

Due Diligence

Due diligence is the level of:

- Judgement
- Care
- Prudence
- Determination
- Activity



What a person
would reasonably
be expected to do
under specific
circumstances

The Secret Diary

If it's important
enough to
discuss,
It's important
enough to write
down.





Merchandising Recruitment Plan 2024

- All supervisors should have a list of their returning reps to Allison by **March 8** (where possible).
- Week of **March 11-** first week in the stores for all.
- Week of **April 8th** -weather permitting may ship to some select GTA stores
- Week of **April 15th-** Spring shipping begins.
- **Advertising Stage 1** starts on **March 24** for most stores.
- **Advertising Stage 2** starts on **March 31** for applicable northern and eastern stores.
 - **Note: Contract end dates should be July 26th**

Indeed Candidate Searching Changes

The screenshot shows the Indeed Candidates interface. On the left is a dark sidebar with navigation options: Collapse, Create new, Jobs, Campaigns, Candidates (highlighted with a red box and '1.'), Search resumes, Interviews, Analytics, and Tools. The main header includes the Indeed logo, user profile (allisonb@jefferysgreen...), and utility links (Help, Notifications, Messages). Below the header, the 'Candidates' section has a dropdown menu for 'All open and paused jobs' (highlighted with a red box and '2.'). A status bar shows: 92 Active, 39 Shortlist, 13 Awaiting Review, 79 Reviewed, 0 Contacting, 117 Rejected, 0 Hired. Below this are filters for 'Sort by: Apply date (newest first)' (highlighted with a red box and '3.'), 'Location: All' (highlighted with a red box and '4.'), and 'Interest marked: All'. The main content area is a table with columns: Candidate, Job applied to, Matches to job post, Activity, and Interested?. Three candidate entries are visible, each with a 'Send message' button.

1. Candidates: Allows you to access all candidates

2. All Open and Paused jobs → you have the ability to sort by job postings

3. Sort Candidates by newest/ oldest

4. Additionally filter through via location

<input type="checkbox"/>	Candidate	Job applied to	Matches to job post	Activity	Interested?
<input type="checkbox"/>	Abdulgafar Alesinloye Supervisor • ST.CATHARINES Awaiting Review Applied: Feb 23	MAINTENANCE TECHNICIAN	<input checked="" type="checkbox"/> Work authorization	New applicant New applicants are likelier to respond Send message	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	mark jolicoeur Renovation foreman and builder/maintenance installation, • St Catharines Awaiting Review Applied: Feb 23	MAINTENANCE TECHNICIAN	<input checked="" type="checkbox"/> Work authorization	New applicant New applicants are likelier to respond Send message	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Damon Rees Landscaping • St. Catharines, ON Awaiting Review Applied: Feb 23	MAINTENANCE TECHNICIAN	<input checked="" type="checkbox"/> Work authorization	New applicant New applicants are likelier to respond Send message	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Indeed Candidate Searching Changes

Greenhouse Horticulture Grower Speci... • Jordan Station, ON L0R 1S0 ▾ Add candidate

Filters ^ 24 Active ✓ 7 Shortlist 4 Awaiting Review 20 Reviewed 0 Contacting 90 Rejected 0 Hired

Sort by: Apply date (newest first) ▾ Location: All ▾ Interest marked: All ▾

<input type="checkbox"/>	Candidate	Matches to job post ⓘ	Activity	Interested?
<input type="checkbox"/>	Damian Lee Environment and Business • Niagara Falls, ON Awaiting Review Applied: Feb 28	We didn't find matching qualifications. Review the candidate's profile to see their skills and experience		<input checked="" type="checkbox"/> <input type="checkbox"/> ? <input type="checkbox"/> X ⋮
<input type="checkbox"/>	Stalenjeet Singh Assistant Grower • Toronto, ON Awaiting Review Applied: Feb 28	<input checked="" type="checkbox"/> Horticulture		<input checked="" type="checkbox"/> <input type="checkbox"/> ? <input type="checkbox"/> X ⋮

← Prev Next → Showing 1-2 of 2

Candidates who may not meet some of your qualifications ^

<input type="checkbox"/>	Candidate	Matches to job post ⓘ	Activity	Interested?
<input type="checkbox"/>	Gentry Boyce General Labourer • Strathroy, ON Pending Applied: Feb 28	<input checked="" type="checkbox"/> Horticulture		<input checked="" type="checkbox"/> <input type="checkbox"/> ? <input type="checkbox"/> X ⋮
<input type="checkbox"/>	David Greaves	<input checked="" type="checkbox"/> Horticulture		<input checked="" type="checkbox"/> <input type="checkbox"/> ? <input type="checkbox"/> X ⋮

Indeed Candidate Searching Changes

Invite to interview

Message

Call



⚡ Active in the last 4 hours Tip: Contacting applicants quickly leads to a higher response rate

Stalenjeet Singh

stalenjeet9_54q@indeedemail.com

Assistant Grower

Toronto, ON

Interviews



i The candidate information is sourced from their resume and submitted responses. Refer to the included resume to confirm any details.

Experience



Junior Grower • Punjab Agriculture University

2018-07 - 2019-06

Carpenter • Windsor pallet..

IPM Supervisor • Lakeside produce Leamington..

2021-05 - 2021-12

Junior Grower • Pure Flavor Farm

2022-01 - 2022-04

- Familiar with Priva and Argus greenhouse systems. • Able to operate bobcat machine and forklift. • Able to operate, adjust and maintain zero turn lawn mower. • Familiar with all landscape equipments. • Valid AZ driving license (10 month experience) • Valid grower pesticide license..

Education



Clair College

Landscape Horticulture



Download PDF



SINGH

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.

Training Reminders!

- 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.
- Be mindful of how early you hire. Unless it's 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.

Training Reminders

- 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.



Jeffery's Greenhouses Onboarding Checklist

Remember all training is paid time and should be completed **BEFORE** working in the stores. Should also be completed in the recommended order.

**Not Required if on file for returning ** only if there are changes.*

**** use with discretion as needed for returning reps*

Required Training

“Confidence comes from discipline & training.”

Employee Name:				
Work Start Date:				
Store Location:				
Initial Hiring Documents	Date Completed	Supervisor Initials	Employee Initials	N/A (Returning)
• Health and Safety Awareness Training for Workers* (MLTSD)				
• Seasonal Work Agreement				
• Employee Information Record**				
• Merchandiser Job Description*				
• Vehicle Authorization Application (if applicable)				
Policy Training				
• Orientation Checklist*				
• Employee Handbook				
• Website Training Video ***				
• Payroll Tutorial Video ***				
Hazard Training				
• Safe Handling of Shipping Racks (Video, SOP and Test)				
• Job Specific Hazard Training-Safety Tips Checklist				
• C-6 Hazard Awareness Form				



**KEEP
CALM
AND
CALL
HR**

KeepCalmAndPosters.com

Call Human
Resources
if any questions or
to ask for help

“Blossom by blossom the
spring begins.”

A.Swinburne