

READY TO HIRE?

Best Practices

»» *for the automotive industry*

Talent Sourcing Options

Talent or candidate sourcing is a proactive approach to searching for and identifying viable candidates for your organization. There are a variety of options an organization can choose from to source top talent.

Below are some examples for your consideration:

1. *Source Candidates from Within the Organization:*

Internal recruitment provides existing employees with the opportunity to apply for the open role. The benefit of hiring from within is that you already know the candidate's skills and experience and he/she is already familiar with the company. The recruitment process must still be fair and consistent but hiring internally can encourage employee engagement.

2. *Source Candidates Via Referrals:*

Accepting employee referrals is an effective way to connect with a candidate who is already well known by someone within your organization. The employee can provide additional insights into this individual's skills and experience.

3. *Source Candidates Via the Internet:*

The majority of people use the internet these days to look for new jobs. Post the opportunity on an applicable website, job board, on a professional association website, or on the company website if one exists.

4. *Source Candidates Via Internships or Co-Op Placements:*

Connect with a university, polytechnic school, or college career center to let them know you're interested in having students complete internships and co-ops within your organization. If the placement is successful perhaps there is an option to hire the individual or at the very least there is a potential candidate in the pipeline for in the future.

5. *Source Candidates Through Career Fairs and Outreach Programs:*

A career fair provides you with an opportunity to showcase your company and engage with interested candidates informally before the official interview process. An outreach program can be focused on sourcing candidates from underrepresented groups or individuals looking to re-enter the workforce.

6. *Source Candidates Via Networking:*

Company representatives can reach out to their existing network for candidate recommendations or attend networking events with the hopes of connecting with new potential employees.

Fair Recruitment Practices

The goal of any organization should be to establish fair hiring practices that are straightforward, transparent, and non-discriminatory. The focus should be placed on each candidate's ability to perform the essential job duties regardless of their race, religion, gender, and the like. An individual who has the skills and experience to perform the role as identified in the job description has a right to be considered for the role.

Embrace Diversity

The focus should be simple - hire the best candidate for the job. An individual's age, race, gender or the like should not influence the decision-making process. It's a matter of whether the individual has the required skills to perform the role as outlined in the job description.

Clear Job Description

The job description should clearly outline all the duties and responsibilities of the role and identify all the essential skills required to perform the role. The selection criteria and the interview questions are based on the job description - it must be detailed, fair, and complete. Remember best practices and ensure that the job description is gender-neutral.

Interview Standardization

To ensure consistency and to avoid any discrimination concerns, the interviewer(s) should ask all candidates the same list of questions. The questions should be based on the skills, experience, and qualifications that have been identified as required in the job description.

Contact Disqualified Candidates

When a candidate is interviewed and does not receive an offer of employment, contact the candidate to explain why. When the candidate is provided with this feedback and the reasons why he/she was not the selected candidate, he/she is assured that gender, race, age, or the like was not part of the decision-making process.

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I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.

Lawrence Bossidy

[TEMPLATE] Top 50 Interview Questions

The job interview is an essential part of the employee selection process. It is recommended that an interviewer ask a combination of behavioral based questions (i.e. tell me about a time when...) and direct questions (i.e. tell me about yourself) during an interview. The goal of the interview is to determine if the candidate has the necessary skills and experience required to do the job and if the candidate will be a good fit for the team and the organization. Here are 50 interview questions to consider when you are recruiting for your next hire:

#	Question	✓
1.	Tell me about yourself?	
2.	How did you hear about this job?	
3.	What are you looking for in your next job?	
4.	What are your career goals?	
5.	Why are you leaving your current job or why did you resign from your job?	
6.	What do you know about this industry?	
7.	What do you like the most and least about working in this industry?	
8.	What do you know about this company?	
9.	Why do you want to work here?	
10.	Why do you believe you're the right candidate for this job?	
11.	What were the main responsibilities of your last job?	
12.	Tell me about your job relevant qualifications?	
13.	How has your schooling (internships) prepared you for this job?	
14.	What would you look to accomplish in the first 30/60/90 days on the job?	
15.	What motivates you?	
16.	What are your strengths?	
17.	Are you a self-starter?	
18.	Tell me about an accomplishment you are most proud of?	
19.	What do you do at your current (or last) job that has increased profit, reduced expenses, or improved efficiency?	
20.	How do you best deal with an angry customer?	
21.	What have you done to promote great customer service?	
22.	How have you utilized customer feedback to ensure business excellence?	
23.	Describe a recent difficult experience at work and how you handled it?	
24.	How do you approach difficult situations with customers and co-workers?	

#	Question	✓
25.	How would you prioritize tasks on a busy day to ensure that customers feel supported and valued?	
26.	What skills do you have that you believe require improvement? Where are your flat spots?	
27.	How well do you handle change?	
28.	What types of people do you have trouble getting along with?	
29.	Do you anticipate problems or just react to them?	
30.	What is your biggest professional regret and why?	
31.	What techniques and tools do you use to keep yourself organized?	
32.	What is one characteristic of people that really irritates you? Why? How do you handle it in the workplace?	
33.	What do you look for in terms of workplace culture — structured or entrepreneurial?	
34.	Do you prefer to work independently or within a team?	
35.	What traits do you like in your manager? What management style do you prefer?	
36.	Can you give me an example of a time when you had to motivate and develop a team in a challenging work environment?	
37.	How do you react to feedback from supervisors?	
38.	What professional organizations are you a member of?	
39.	Do you intend to further your education?	
40.	How did your university/school experience change you?	
41.	What have you done to improve your knowledge in the last year?	
42.	How would your previous managers describe you? What would they say your greatest contributions were to their business?	
43.	How would your co-workers describe you?	
44.	What motivates you to do your best on the job?	
45.	How do you believe you can be successful in this job?	
46.	What are your hobbies and interests outside of work?	
47.	What are your aspirations beyond this job?	
48.	Is there anything else about you I should know?	
49.	What salary are you expecting?	
50.	What questions haven't I asked you?	

Questions to AVOID During a Job Interview

The job interview is an essential part of the recruitment process. It is important to ask questions that will help you better understand the candidate's skills and experience; however, it's equally important to avoid certain questions that are discriminatory and that are not helpful in making hiring decisions. Here are some examples:

- 1. Age:** Questions about the candidate's age should not be asked because it can be misperceived as age or generational discrimination.
Permitted: Are you between the ages of 18 and 64?
Not Permitted: How old are you? When did you graduate? What is your birth date?
- 2. Marital or Family Status:** Questions related to marital and family status are discouraged except when they relate to the requirements of the job.
Permitted: Would you be willing to relocate if necessary? Would you be willing to travel as needed for the job? Would you be willing to work overtime as necessary?
Not Permitted: What is your relationship status? Whom do you live with? Do you plan to have a family? Do you have children? What are your childcare arrangements?
- 3. Disability:** You may ask if candidates can perform essential job functions, with or without reasonable accommodation.
Permitted: Are you able to perform the essential functions of this job?
Not Permitted: What is your medical condition? What was the date of your last physical exam?
- 4. Race, Color, Ancestry, Ethnic Origin, or Citizenship:** It's legal to ask whether someone is legally authorized to work in Canada; however, questions relating to a person's physical characteristics (i.e. color of eyes, hair, skin), about their birth-place or nationality, or offensive remarks of a racist nature are not permitted in any circumstance.
Not Permitted: What country do you come from? What is your nationality? Why don't you have an accent?
- 5. Sex, Sexual Orientation, or Gender Identity:**
Sexual orientation and gender are not relevant when you are interviewing someone.
Not permitted: Are you male or female? What are the names and relationships of persons living with you?
- 6. Creed or Religion:** Questions regarding an individual's religion or religious beliefs cannot be asked.
Not permitted: What is your religion? What is your religious affiliation or denomination? What church do you belong to?
- 7. Record of Offences:**
Avoid any questions relating to arrests if it is not directly related to the job.
Permitted: Have you ever been convicted of __? (the crime named should be reasonably related to the job in question).
Not permitted: Have you ever been arrested?

[TEMPLATE] Reference Check

It is a best practice to complete reference checks for candidates that you are considering hiring. Ask the candidate to provide you with a list of up to three references and plan on contacting at least two of them. When you contact the reference be sure to:

- Introduce yourself
- Explain why you are calling
- Let them know the candidate's name that you are calling about
- Describe the role you are considering the candidate for

Here are some questions to consider asking:

1. How long have you known (the candidate)?
2. What was your working relationship with them?
3. What are their greatest strengths? What areas require improvement?
4. Could you discuss their work style? Do they work well independently and/or with others?
5. Did they have anyone reporting to them? If so, what was their management style?
6. Can you comment on their interpersonal skills?
7. Can you comment on their communication skills? (written, oral, listening)
8. What level of supervision do they require?
9. How would you describe their punctuality and attendance?
10. What, in your opinion, motivates them?
11. How adaptable are they to changing systems, conditions, and priorities?
12. Can you comment on his/her productivity level? (scale of high, medium, or low)
13. Have they demonstrated to you a willingness to put in extra hours as required and the ability to make good use of their time (productivity)?
14. Can you comment on their ability to plan and meet their objectives?
15. Would you recommend them to a future employer?
16. Is there anything else you would like to add that we have not already discussed?