
MODULE 2: RECRUITMENT STRATEGIES

Contents

1.0	Introduction	1
2.0	Job Descriptions	2
	2.1 Laying the Groundwork	2
	2.2 Writing the Job Description	6
3.0	Finding the Candidate	10
	3.1 Candidate Sources	10
	3.2 Evaluating Recruitment Strategies	21
4.0	Diversifying Your Workforce	22
	4.1 Recruiting Persons with Disabilities	22
	4.2 Recruiting Aboriginal Peoples	23
	4.3 Recruiting Older Workers	24
	4.4 Recruiting Foreign Workers	25
	4.5 Recruiting Youth	26
5.0	On-line Recruitment Services	27
6.0	Conclusion	30

TEMPLATES:

- A. Work Description Form
- B. Job Profile Template
- C. Recruitment Strategy Evaluation Form

1. INTRODUCTION

The search for new employees is a familiar task for most employers. Employees retire, move, quit, are transferred, or are fired. Businesses restructure, grow, or take a new direction. Regardless of the situation, the end result is the same – you have a job opening to fill.

A number of steps must be taken in order to fill a job. First of all, the employer must determine what the job entails. What tasks will this person perform? What skills and education are necessary? Next, you must decide which recruitment strategy would be most effective to find qualified candidates. Posting a newspaper ad? Using the Internet? Recruiting at schools? It is important to look for potential employees in a number of different places and from a variety of sources.

This module will guide you through the recruitment process, from start to finish. It will cover the following topics: how to write job descriptions, how to access the workforce, and how to diversify your workforce. Use the forms attached at the back of the module to help you during your own recruitment strategy.

2. JOB DESCRIPTIONS

2.1 Laying the Groundwork

Before moving forward, you can put the job under a magnifying glass to gather all the information you need about the position. What activities will this employee be involved in? What skills are necessary to do the job successfully? What level of education and/or training will be needed? This investigation will help you develop a more precise idea of what you're looking for in a new employee.



You may find that you are quite familiar with the position being offered and are able to simply re-use the same job description as you have used in the past. However, it is often a good idea to take the time to make sure you *fully* understand what the job involves. The following Work Description Form may help you determine the exact duties, responsibilities, and performance standards required for the position.

**Take the time
to make sure
you *really*
know what
the job
involves.**

After jotting down the daily “nuts and bolts” of the position, you must decide what sort of education, experience, and personality traits the job applicants *must* have. Be realistic. Don't make your personal *preferences* into job *requirements*. This will limit the number of candidates you have available to you.

Work Description Form ¹

Organization Name: _____

Title: _____

Department: _____ (optional)

Date: _____ (optional)

Prepared By: _____ (optional)

Supervisor: _____

Main Function:

Describe the overall responsibilities of the job in one or two sentences.

Duties:

List the work duties in order of importance. Use **action words** to describe the duties. Don't forget to include how the task should be done, where that is important.

¹ Canada - Saskatchewan Career & Employment Services,
<http://www.sasknetwork.ca/html/Employers/workplace/workdecriptform.htm>

Physical Demands:

This section should include a description of working conditions which might affect some individuals' ability to do the work.

Skills:

List the **knowledge**, **personal management** and **teamwork skills** needed.

Education and Experience:

Identify the education and experience needed. Where possible, include different combinations of education and experience to widen your selection of applicants.

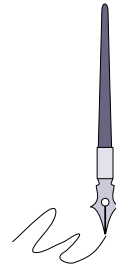
Now that you have a written understanding of the job, you can decide on the *job requirements* to list in the Job Description. The table below will assist you in identifying job requirements.²

Education:	<ul style="list-style-type: none"> Does the job call for university? Technical training? Any other specific training?
Skills:	<ul style="list-style-type: none"> Must the candidate be skilled in computers? Machinery? Drafting? Statistics? Technical work? Any other skills?
Work experience:	<ul style="list-style-type: none"> What type and duration of previous experience in related job functions is required?
Physical strength or stamina:	<ul style="list-style-type: none"> Does the job require heavy lifting or hard physical labour? If so, is it a significant part of the job or does it only occur occasionally?
Intelligence:	<ul style="list-style-type: none"> Does the job involve complex problem solving or thinking on one's feet? For such jobs, you can require candidates to report their scores on standardized intelligence tests.
Communication skills:	<ul style="list-style-type: none"> Specify the exact communication skills needed (Ex. Reporting on projects to supervisors, managing staff on the job, answering the telephone, or writing professional documents).
Accuracy of work:	<ul style="list-style-type: none"> If a job calls for "attention to detail," specify what type of detail work.
Dealing with stress:	<ul style="list-style-type: none"> If a job calls for "the ability to work under pressure," indicate what type of pressure (Ex. daily deadlines, round-the-clock sessions, or difficult working conditions).
Extroversion or Introversion:	<ul style="list-style-type: none"> Any staff who deal with your customers (such as a sales rep. or office receptionist) should have an outgoing personality. Jobs that involve independent work and little contact with others are better suited to shy, introverted people.
Special factors:	<ul style="list-style-type: none"> Requirements such as: fluency in a foreign language, willingness to travel, willingness to work on weekends, willingness to work overtime at short notice, etc.

² Franklin C. Ashby and Arthur R. Pell, *Embracing Excellence: Become an Employer of Choice to Attract and Keep the Best Talent* (Prentice Hall Press, 2001), 83-85.

2.2 Writing the Job Description

Once you have defined the *job requirements*, you are ready to write an effective job description. Don't underestimate the importance of this task. By taking the time to write a clear and detailed job description, you enable job seekers to determine whether or not they are interested in and qualified for the job. This, in turn, means that you'll have less "résumé weeding" to do later.



"Job Description" defined - a profile of a particular job, its essential functions, reporting relationships, hours, and required credentials. It identifies what the job seeker agrees to do in return for pay and benefits.³

Prior to preparing a written advertisement for the employment position, consider what you will need from the employee. You may or may not want to include some of the expectations in your job description. This next section outlines the three crucial areas of the job description:⁴

- Duties and responsibilities
- Performance expectations
- Competencies

Duties and Responsibilities of the Job

1. Name the essential responsibilities of the position.
2. Spell out areas of responsibility clearly in order to avoid clashes over authority in the future. Identify the position within the organizational structure of the company.

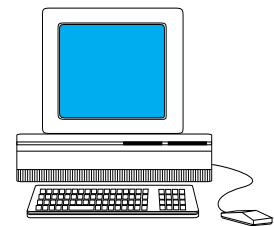
³ Harvard Business School, *Harvard Business Essentials: Hiring and Keeping the Best People* (Boston: Harvard Business School Press, 2002), 143.

⁴ Margaret Butteriss, *Help Wanted: The Complete Guide to Human Resources for Canadian Entrepreneurs*, (Toronto: John Wiley & Sons Canada), 49.

3. Spell out any special physical requirements of the position, such as lifting heavy objects or prolonged use of computers.

Performance Expectations

1. Identify the level of output expected (Ex. 300 invoices each week).
2. Spell out targets for productivity improvement (Ex. increasing sales by a stated percentage per month).
3. Tie performance to quantifiable goals according to a timetable for review (Ex. quarterly or annually).



Technical Competencies

1. Write out the specific technical skills and knowledge required (expertise with a particular computer application; skill with a particular tool; level of previous work experience in the specific industry or market).
2. Highlight particular qualifications required (a degree in a specific discipline, such as electrical engineering; completion of an apprenticeship; a professional designation, such as chartered accountant; a heavy goods vehicle license).
3. Specify any particular work experience you consider essential (e.g. shift work).

General Competencies

1. Write down competencies that are important to this position (skills in customer relations, in working with others, and in written and oral communications).
2. Distinguish between the competencies expected of a person new to the position and of someone who has been in the job long enough to be expected to

perform at a fully satisfactory level. This range of expectations will help with training as well as with salary and wage adjustment.

Personal Competencies

Energy, initiative, integrity, discipline, reliability, adaptability, and willingness to take on new challenges are all personal competencies. Personal competencies are vital when seeking a person who will fit in with the culture of the company. If the company is dynamic and fast-paced, you will want to recruit a person who is creative, energetic, and enthusiastic. If the business places heavy emphasis on dealing with customers, then you are looking for reliability and good people skills.



The sample Job Profile below can be used as a guide when writing job descriptions.⁵

JOB PROFILE
<p>Position Title: Administrative Assistant</p> <p>Required Experience/Skills: 1-2 years of office experience; 80 wpm typing; word processing and spreadsheet experience, preferably with MS Word 2000 and MS Excel 5.0. Good communication skills and ability to work on a project team are essential.</p> <p>Education: Post-high school business or secretarial training required; some college preferred.</p> <p>Essential Functions: Duties include:</p> <ul style="list-style-type: none"> ▪ Typing, proofreading correspondence, memoranda, and reports ▪ Organizing and maintaining company files ▪ Entering data into spreadsheet files ▪ Answering telephone, arranging appointments for sales personnel <p>Salary Range: \$25,000-\$30,000</p>

⁵ Hiring & Keeping the Best, 143.

The Job Profile template below may be useful to you when drafting job descriptions.

JOB PROFILE

Position Title:
Required Experience/Skills:
Education:
Essential Functions:
Salary/Wage Range:

3. FINDING THE CANDIDATE

3.1 Candidate Sources

Now that you know *what* you're looking for in an employee, you must determine *where* to find the potential job seekers. There are a number of ways you can get the word out. The next section will guide you through a variety of options.

We have included a discussion of recruitment strategies used by *small* and *medium-size* companies across Canada – and the benefits and drawbacks of each.



Some of the top sources of candidates for small and medium-size businesses are:

- Referrals by Friends, Business Colleagues, & Employees
- Personal Contacts
- Drop-ins
- Newspaper Ads
- Advanced Education, Employment and Labour Internet posting (SaskJobs.ca)
- Human Resources and Social Development Canada
- School Campus Recruiting
- Creative Advertising
- Websites
- Industry, Trade & Professional Associations & Recruiting
- Internal Job Postings

1. Referrals by Friends, Business Colleagues, and Employees

Referrals by friends, business colleagues, and employees are among the most highly used forms of recruitment for any firm. They are particularly beneficial to small and medium-size businesses.⁶

ADVANTAGES & DISADVANTAGES OF REFERRALS	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It is inexpensive. ▪ People who know your culture are likely to refer candidates who will fit in well. ▪ The reputation of people doing the referring will be enhanced if they recommend good qualify people. Therefore, they typically recommend people with good potential. ▪ It is a relatively fast method of finding candidates. 	<ul style="list-style-type: none"> ▪ It may take up unnecessary time since you may feel obligated to interview all the candidates who are referred to you, even if they are not suitable for the position or are not a match for the work culture. ▪ Relationships may be destroyed if people continue to refer inappropriate candidates.

How to Ensure Good Referrals:



Make sure friends, business colleagues, and employees know the skills and competencies you're looking for and have a good understanding of the type of person who will fit in with the work culture. Reward employees who find new employees.

2. Personal Contacts

Many small and medium-size business owners and managers rely on personal contacts to fill their staffing requirements. Personal

⁶ Help Wanted, 58-59.

contacts can be used to fill positions, or as a way of finding people through referrals. ⁷

ADVANTAGES & DISADVANTAGES OF PERSONAL CONTACTS	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It is inexpensive. ▪ You know the people and their work experience. ▪ You know if they will fit with the company culture. 	<ul style="list-style-type: none"> ▪ If personal contacts do not work out, there may be a reluctance to let them go. ▪ You may be tempted to “make” them fit a position, because you want to hire them, even though the fit is not there.

3. Drop-ins

Many small and medium-size businesses will accept and screen applications from drop-ins. These people inquire about employment on their own initiative. Often the visibility or reputation of the company attracts potential employees. ⁸

ADVANTAGES & DISADVANTAGES OF DROP-INS	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It is inexpensive. ▪ People often know something about the company and understand the types of jobs that the company has available. ▪ It provides a constant stream of job applicants. 	<ul style="list-style-type: none"> ▪ You may get résumés from people who are not suitable. They are attracted by your company and come in even if they do not have the skills that are needed.

⁷ Help Wanted, 59-60.

⁸ Help Wanted, 60-61.

4. Newspaper Ads

This method of finding candidates is still widely used. A Royal Bank survey showed that this form of advertising accounts for up to 50 percent of all new hires.⁹

Let's take a look at a newspaper advertisement.

DRIVERS WANTED

We have 10 positions for drivers for long hauls from Regina, SK. to Brampton, Ont.
Earning potential of \$100,000 per year.
Applicants need to have a commercial licence and meet DOT requirements.
Please contact us at: (phone number, fax number, mailing address, and/or website).

This is a good advertisement because it:

- Tells you the positions, i.e., driver, although it could be more specific as to the type of driver required.
- Is specific about the number of openings: 10 positions.
- Gives details about the types of journeys the drivers will have to make, i.e., from Regina, Saskatchewan to Brampton, Ontario.
- Explains earning potential, although it does not say how it is earned, e.g., base salary, overtime, and bonus components.
- Outlines the specific skills and competencies to fill the positions: possessing a commercial licence and the DOT requirements
- Tells the reader how to contact the company: by means of a telephone call, fax, mailing address, or the company's website.

⁹ Help Wanted, 61-63.

How Do You Write a Newspaper Ad?

A good newspaper advertisement contains the following points:

- A clear and attractive, eye-catching layout
- The minimum number of words to tell the reader exactly what's required and how to apply.
- Is direct and specific about
 - What the company does (you don't have to mention the company's name, but at least explain what it does)
 - The company location
 - The job itself (describe in brief detail what the job requires)
- Gives details of the type of person required—you cannot specify age or gender, but you can say whether you want them to be experienced or mature, and the kind of experience they should have.
- Is specific about the skills and knowledge required—specific computer skills or a comptroller's designation.
- Is clear on the methods of contacting the company, whether it be by phone, walk-in application, fax number, or the website



Where Do You Actually Place These Advertisements?

There are a number of places to put a job advertisement.

- **Local papers** are useful in cases where the company needs local people who don't have to travel very far to work. Local papers provide a relatively inexpensive form of advertising.
- **Advanced Education, Employment and Labour (AEEL)** provides employers with the opportunity to post ads on the SaskJobs website. www.saskjobs.ca
- **National and Larger City Papers** are useful if you need to attract people from a larger geographic region. They are also useful for trying to attract

people with a specific expertise, e.g., national sales manager, president, chief financial officer, etc.

ADVANTAGES & DISADVANTAGES OF NEWSPAPER ADVERTISING	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It is effective when the job responsibilities and competencies are well defined. ▪ It can reach people in the local, provincial and national community. 	<ul style="list-style-type: none"> ▪ It is more expensive than “word of mouth” and referral methods of recruiting. ▪ It may bring in many applications that are not a particularly good fit for the position being advertised.

The use of newspaper advertisements may mean a long recruitment process. Since the good candidates you locate via this method may be sending applications to a number of sources, it is important to interview the better applicants as quickly as possible. It is equally important to make decisive choices as soon as you have interviewed and evaluated the candidates. The best candidates may be hired quickly before you act.

5. Advanced Education, Employment and Labour (AEEL)

The Department of Advanced Education, Employment and Labour (AEEL) offers assistance to employers as well as job seekers. The Career & Employment Services website, www.sasknetwork.ca, contains a wealth of information on how to find and hire workers. The “Hiring Workers” section goes into great detail in the following areas:

- Job Descriptions
- Advertising
- Screening and Interviewing
- Off to a Great Start
- Cutting Your Hiring Time
- Cutting Your Hiring Costs



Saskatchewan
Ministry of
Advanced Education,
Employment and
Labour

The SaskJobs website (www.saskjobs.ca), which is a part of the SaskNetwork website, enables employers to post job vacancies and search résumés online. It also provides links to a number of informative and useful websites that should help answer any questions you may have. Visit www.sasknetwork.ca for information on the labour market, subsidies available to employers, and much more.



If you are not familiar with the Internet, you can visit the Career and Employment Services location nearest you. There are regional offices across the province located in North Battleford, Meadow Lake, La Ronge, Nipawin, Melfort, Lloydminster, Ile a la Crosse, Creighton, Prince Albert, Saskatoon, Kindersley, Humboldt, Regina, Swift Current, Moose Jaw, Yorkton, Estevan, Weyburn, Fort Qu'Appelle and Wynyard. Career & Employment Consultants are available for one-on-one discussions and assistance.



6. Human Resources and Social Development Canada

Some companies use local offices of Human Resources and Social Development Canada (HRSDC), also known as Service Canada to post summer student employment opportunities. Service Canada also provides a nation-wide interactive database for jobs on behalf of Service Canada at www.jobbank.gc.ca.

ADVANTAGES & DISADVANTAGES OF HRSDC/ SERVICE CANADA	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It is a free service. ▪ It allows you to target your search for the type of people you require. ▪ In small communities, the staff members get to know more about the job seekers and employers and can be helpful in facilitating the best fit. 	<ul style="list-style-type: none"> ▪ Since the postings are seen by a large variety of job seekers, you may get applicants who are not suitable. ▪ Extra time may be spent on the screening process.

7. **Creative Advertising**



Some companies have become very creative in the ways they use to find candidates. They may still place ads in the newspaper, but they use other innovative methods, as well: ¹⁰

- Placing advertisements at the checkouts of supermarkets and fast-food restaurants
- Job advertisements placed on the notice boards of community centres, supermarkets, and fast-food restaurants
- Job ads at trade fairs and trade shows in cooperation with relevant exhibitors
- Fliers in mailboxes.
- Road-side billboards

ADVANTAGES & DISADVANTAGES OF CREATIVE ADVERTISING	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It can be inexpensive and simple to implement. ▪ Ads can be placed in locations that will target the type of people you want to hire. ▪ It is limited only by your ingenuity. 	<ul style="list-style-type: none"> ▪ It can be expensive, depending on the methods you use. ▪ Others will copy successful methods, so the advantage may only be maintained for a short period.

8. **Websites**

More and more employers and candidates are using websites as part of their recruitment and job-seeking processes. Companies can place job postings on their own websites or surf the Internet to find other recruitment websites. ¹¹ For example, the SaskJobs website (www.saskjobs.ca) provides a number of resources – including job

¹⁰ Help Wanted, 63-64.

¹¹ Help Wanted, 65-67.

banks – for both employers and job seekers. The Government of Canada offers a useful human resource management website that discusses various recruitment strategies (<http://hrmanagement.gc.ca>)

ADVANTAGES & DISADVANTAGES OF WEBSITES	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It is a quick and effective way of matching employers and potential candidates. ▪ More information can be inexpensively communicated. Companies can effectively illustrate their culture. For instance, they can quite clearly, perhaps even humorously, define the kind of people they want and don't want. 	<ul style="list-style-type: none"> ▪ Your ad can only be seen by those with computers and Internet access. ▪ Web pages with a lot of pictures can take a long time to load for many people in rural areas ▪ This method is limited because not everyone is accustomed to looking for jobs in this manner.



Please Note: *Website recruiting requires fast follow-up because potential candidates typically apply to many other websites and job advertisements.*

9. School Campus Recruiting

Going directly to university, college, and high school campuses is a very effective way of recruiting talent with specific skills, particularly for high-tech industries and trade-specific positions.¹²



¹² Help Wanted, 67-68.

ADVANTAGES & DISADVANTAGES OF CAMPUS RECRUITING	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ It allows companies to hire specific skills, especially by going to campuses that train for those particular skills. ▪ It can develop long-term relationships with schools who can point specific candidates your way. ▪ It is a source of talent that can be trained in your particular way of doing things and can be molded to your company culture. ▪ It helps to keep talented youth in Saskatchewan. ▪ Career fairs and on-campus recruitment help to build your reputation in the market place as an employer in a particular business, industry, profession, or technical field. 	<ul style="list-style-type: none"> ▪ The competition is significant. Companies from all across North America often compete on campuses for the same kinds of skills, particularly in a labour short market. ▪ Presentation and marketing tools have to be very professional since companies must compete against very large organizations that can offer expensive incentives.

10. Industry, Trade, & Professional Associations Recruiting

Companies looking for particular skills often go to industry, trade, and professional associations that provide job postings and sources of candidates. This is especially relevant to those companies wanting skills in such areas as engineering, accounting, and other specific trades.¹³

¹³ Help Wanted, 68-69.

ADVANTAGES & DISADVANTAGES OF RECRUITING THROUGH ASSOCIATIONS	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ You can target your recruiting efforts. ▪ This is an inexpensive source of recruits. Some associations offer cost-effective ways to provide candidates to you. ▪ You may be familiar with the companies that the candidates have had experience with. 	<ul style="list-style-type: none"> ▪ Often there is no filtering of application forms, so the quality of résumés or applications may not be consistent. ▪ You may narrow the search too much and miss potential candidates from other geographic areas.

11. Internal Job Postings

Another common way of filling job openings is by using internal job postings. This tactic of “hiring from within” simply involves an employer posting a description of job openings and inviting all interested and qualified employees to apply. It is suggested that you:¹⁴

- Develop and fully communicate a policy on job postings, including what kinds of jobs are posted. Outline where, when and how, the applicant review and feedback process will take place and describe the appeals procedure.
- Postings should include: eligibility requirements such as minimum length in current position; length of posting period; and how to apply.
- Job postings should state the need to balance individual career goals with organizational priorities.
- Coach supervisors to support the process.

¹⁴ Alberta Human Resources and Employment, *Finders & Keepers: Recruitment and Retention Strategies*, 16.

ADVANTAGES & DISADVANTAGES OF INTERNAL JOB POSTINGS	
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Enhances development opportunities for staff ▪ Limited investment of time and money ▪ Promotes good employee relations ▪ Minimizes accusations of unfair treatment or discrimination 	<ul style="list-style-type: none"> ▪ The skills you require may not be “in house” ▪ Does not provide for new skills and fresh perspectives ▪ Unsupportive supervisors may block employee participation

3.2 Evaluating Recruitment Strategies



As an employer, you are looking for a recruitment strategy that is both effective and cost-efficient. By keeping track of what has worked and what hasn't worked in the past, you'll be able to make better use of your valuable time and your advertising dollars in the future. You might want to start by filling out a table similar to the one below. Keep this as a long-term record for use on future hires.

Evaluating Recruitment Strategies ¹⁵						
Recruitment Strategy	Cost	Number of Responses	Number Interviewed	Number Hired	Average response time	Cost per hire (cost ÷ # hired)
Newspaper ads						
Personal Contacts						
Drop-ins						
Websites						
SaskJobs postings						
Other						

¹⁵ Finders & Keepers, 15.

4. DIVERSIFYING YOUR WORKFORCE

When recruiting new employees, it is often the tendency to choose employees from backgrounds, cultures, and experiences that are similar to our own. However, if we allow ourselves to think about recruiting potential employees from non-traditional sources, a whole new, larger group of candidates becomes available. This can be particularly valuable to businesses in smaller communities where the number of potential employees is reduced. Consideration can be given to the following groups in order to increase the potential pool of labourers/employees:



- Persons with disabilities
- Aboriginal people
- Older workers
- Foreign/Immigrant Workers
- Youth

4.1 Recruiting Persons with Disabilities

When recruiting persons with disabilities, you must determine where and how to post the job to attract the best candidates. If you are interested in incorporating persons with disabilities into your workforce, you may want to do the following:¹⁶

- Clearly state that you are an equal opportunity employer and encourage individuals with disabilities to apply.

¹⁶ Alberta Human Resources and Employment, *Tips for Employers: Employment Series for Persons with Disabilities*, 14-15.

- Practice outreach recruitment. This could involve contacting specific search firms, government agencies or community agencies that specialize in supporting diversity recruitment and/or contacting agencies or websites that specialize in working with and placing individuals with disabilities.

For a more detailed discussion of the benefits of hiring persons with disabilities, see Module 3: Hiring. See Module 7: Contact Information for a listing of resource centres that are involved with persons with disabilities.

4.2 Recruiting Aboriginal People

Aboriginal people are one of the fastest growing segments of Saskatchewan's population and represent a large pool of potential employees. Through public and private sector partnerships, the Aboriginal Human Resources Development Council of Canada (AHRDCC) "has launched, hosted and coordinated numerous initiatives with the goal of creating career opportunities for Aboriginal people, leading to their full participation in the Canadian economy."¹⁷ The AHRDCC offers a web-based employment service called the Aboriginal Inclusion Network (<http://www.inclusionnetwork.ca/CareerSite/AIN/index.html>). This valuable resource enables employers to:

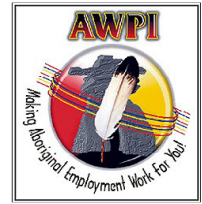


- Use the Opportunity Exchange to post job opportunities on a global or regional basis;
- Search a database of profiles and résumés of Aboriginal people across Canada; and
- Make contact with over 400 employment centres and post-secondary institutes across Canada.¹⁸

¹⁷ Aboriginal Human Resources Development Council of Canada, <www.aboriginalhr.ca>.

¹⁸ <http://www.inclusionnetwork.ca/CareerSite/AIN/index.html>

Indian and Northern Affairs Canada (INAC) has also developed an initiative to address the issue of Aboriginal employment. INAC's Aboriginal Workforce Participation Initiative (AWPI) is a resource that aims to educate employers about the benefits of hiring Aboriginal peoples.



The AWPI Employer Toolkit contains a thorough discussion of Aboriginal employment issues in addition to a number of models, tools, and resources to enhance your skills as an employer of Aboriginal peoples.¹⁹ The Toolkit is available for download at www.ainc-inac.gc.ca/ai/awpi/tkt_e.html, or can be ordered by contacting the INAC regional office in Regina.

4.3 Recruiting Older Workers

As the workforce continues to age, employing older workers will become a necessity for many Saskatchewan employers. Older workers' extensive knowledge and business experience, in addition to the life skills and reliability that is characteristic of this age group, makes them a definite asset.²⁰

However, as Service Canada documents, negative perception persists about older workers, particularly during recruitment:

- Over a third of Human Resource managers and those responsible for hiring indicated there was an age that they considered too old. The age limit varied from age 36 to age 70.
- Only 4% of employers reported targeting older workers to fill employment positions.²¹

¹⁹ http://www.ainc-inac.gc.ca/ai/awpi/mbr_e.html

²⁰ Hiring and Keeping the Best, 71-72.

²¹ Human Resources Development Canada, <http://labour-travail.hrdc-drhc.gc.ca/worklife/aw-overview-recommendations-en.cfm#1>.

Employers have the opportunity to explore or develop new recruitment options for older workers:

- Post notices in senior citizens journals, centres, or professional societies.
- Develop a reputation as an active recruiter and a good employer of older workers.
- Offer alternative working arrangements to provide flexibility that older employees may find attractive.²²

4.4 Recruiting Foreign Workers

Saskatchewan employers are finding it more and more difficult to access skilled labour in the province. As a possible solution to this labour shortage, some employers are turning to immigrant workers to help fill jobs.

Bringing an immigrant worker to Saskatchewan can be a long process, requiring advance planning. The Government of Saskatchewan provides the Saskatchewan Immigrant Nominee Program (SINP) to assist employers. For a more detailed discussion on this program, see Module 3: Hiring Strategies. You can also visit the SINP page on the Government of Saskatchewan website (www.immigration.gov.sk.ca/).

For shorter term employment needs, the Federal government offers support through the Temporary Foreign Worker Program (www.hrsdc.gc.ca).

Another option is to choose an immigration agent or consultant to assist in the recruitment process. For more information on finding an immigration consultant, visit the Canadian Society of Immigration Consultants website (www.csic-scci.ca).

²² Human Resources Development Canada, <http://labour-travail.hrdc-drhc.gc.ca/worklife/aw-overview-recommendations-en.cfm#1>.

4.5 Recruiting Youth

A younger worker's energy and up-to-date technical knowledge makes them an asset to many companies. Because many of these individuals are Internet savvy, recruitment can be performed effectively through electronic resources in addition to the more traditional means (i.e. newspaper classifieds).

Human Resources and Social Development Canada (HRSDC) has implemented a number of initiatives targeting younger workers. In partnership with 16 other Government of Canada Departments, HRDC has developed an online resource titled *YouthPath* (www.youthpath.ca). This website, which was created by a team of approximately 400 young Canadians, serves as a central access point for youth related information on the Internet.²³

The *Recruitment Tools and Resources* section of the *YouthPath* website provides access to job posting, résumé, and information services. The *Non-Government Job Posting Services* section offers additional fee-based recruitment assistance.

²³ YouthPath, <http://www.youthpath.ca>.

5. ON-LINE RECRUITMENT SERVICES

- Electronic Labour Exchange is a skills-matching system designed to help employers and workers connect on-line.
Website: www.ele-spe.org

- Finding and Training Employees helps you search for new staff among the Certified International Trade Professional (C.I.T.P.) members and candidates. Employers who are members of the Forum for International Trade Training (FITT) may post job opportunities on the site at no charge.
Website: www.fitt.ca

- Human Resources and Social Development Canada Offices list job opportunities and provide information on the labour market and on how to become a sponsor or employer under youth initiatives.
Website: www.hrsdc.gc.ca/

- HRSDC Job Bank (for Employers) lets you advertise jobs, and work or business opportunities free of charge.
Job Bank: www.jobbank.gc.ca

- MazeMaster allows you to promote careers in your industry and post available positions on the job board free of charge.
Website: www.mazemaster.on.ca

- Reserve Employment Assistance Program - Canadian Forces Liaison Council advertises your job postings to reservists in a particular region or across the whole country.
Telephone: (613) 995-5744 or (613) 995-4171

- Technology First Work Placement Service: Bringing Industry and Technology Graduates Together provides access to a pool of highly trained and motivated technology graduates from across Canada.
Website: www.cthrb.ca
- The Talent Gallery provides an on-line recruitment system specifically for small and mid-sized Canadian cultural organizations.
Website: www.culturalhrc.ca

Non-Government Job Posting Services

The selected job banks and employment sites allow employers to post job openings or browse through résumé databases to find potential candidates. **Fee for service is required.**

- + Jobs Canada provides you with the opportunity to post jobs advertisements online in just a few minutes.
Website: www.canada.plusjobs.com/other/
- JobBoom.com provides you with the resources to assist you in finding the right candidate.
Website: www.jobboom.com
- JobShark.com allows you to target those job seekers who have the precise skill sets, level of experience and education that you desire.
Website: www.jobshark.ca/caeng/index.cfm
- Monster.ca offers you the opportunity to post jobs at a fraction of the cost of an advertisement in the newspapers.
Website: www.monster.ca

- Workopolis.com offers a variety of products and services designed to meet your needs and challenges.
Website: www.workopolis.com
- WorkopolisCampus.com allows you to post jobs and to search a résumé database of thousands of job seekers.
Website: www.workopoliscampus.com

6. CONCLUSION

There are several options available to employers who are involved in recruiting employees. While there is no right or wrong answer when it comes to choosing recruitment strategies, it is important that you weigh a number of factors before making your decision. How much money do you have in your budget for advertising job openings? How soon must the position be filled? Where can candidates with the required skills and education be found?

By taking the time to investigate what your job opening actually involves, you will discover what abilities are needed to do the job well. You can use this information to determine what skills your new employee *must* have – and what skills would set great candidates apart from good candidates. After considering the advantages and disadvantages of a variety of different recruitment options, and by learning how to diversify your workforce, you will likely be able to find a strategy that will meet your needs.

WORK DESCRIPTION FORM

Organization Name: _____

Title: _____

Department: _____ (optional)

Date: _____ (optional)

Prepared By: _____ (optional)

Supervisor: _____

Main Function:

Describe the overall responsibilities of the job in one or two sentences.

Duties:

List the work duties in order of importance. Use **action words** to describe the duties. Don't forget to include how the task should be done, where that is important.

Physical Demands:

This section should include a description of working conditions which might affect some individuals' ability to do the work.

Skills:

List the **knowledge**, **personal management** and **teamwork skills** needed.

Education and Experience:

Identify the education and experience needed. Where possible, include different combinations of education and experience to widen your selection of applicants.

JOB PROFILE TEMPLATE

Position Title:
Required Experience/Skills:
Education:
Essential Functions:
Salary/Wage Range:

RECRUITMENT STRATEGY EVALUATION FORM

Recruitment Strategy	Cost	Number of Responses	Number Interviewed	Number Hired	Average response time	Cost per hire (cost ÷ # hired)
Newspaper ads						
Personal Contacts						
Drop-ins						
Websites						
DCRE postings						
Other						