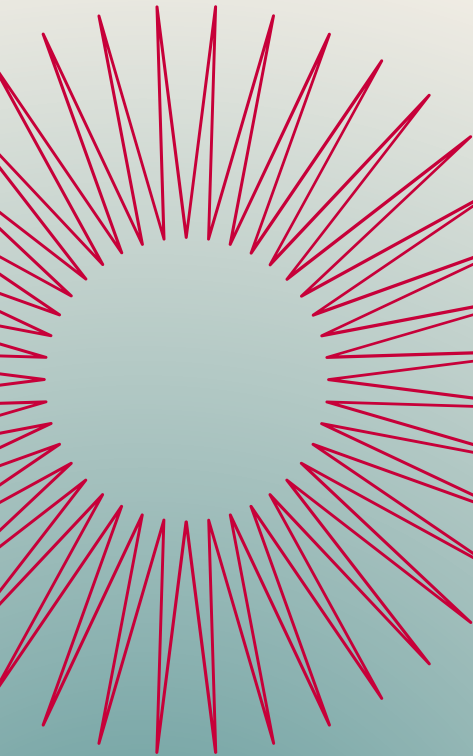


A GUIDE TO HIRING EMPLOYEES



INNOVATIVE LIFE OPTIONS
2022

TABLE OF CONTENTS

03. Advertising

05. Interview Process

09. Reference Check Process and Offers of Employment

12. Staff Orientation and Probation

15. Appendix

ADVERTISING



WE'RE



HIRING

CREATING A JOB DESCRIPTION

Hiring an employee who will be a right fit is the first step to ensuring good supports. Job descriptions define the major areas of the employee's job and outlines expectations. They are most effective when written with clear and specific details. The job description will provide a basis to measure overall performance and is often used as a reference for job evaluations. It is important to also periodically update your job descriptions to remain useful and relevant.

Consider the following when developing a job description:

- Include a clear, descriptive and concise job title
- Include a short, engaging overview of the job
- Describe the job and related tasks
- Outline communication expectations
- Include a spot for the employee to sign to acknowledge its' understanding

See Appendix A for a sample job description.

EMPLOYMENT PREREQUISITES

Employment prerequisites are credentials employees are asked to provide prior to their start date. They help to verify the person's training and skills, and determine what additional training may be required. Prerequisites must have a direct relationship to the role the person will perform. Some are mandatory, others are not.



WE'RE

HIRING

Here are some examples of employment prerequisites:

- Education qualification
- Driver's license
- First Aid and CPR certificates
- Criminal record check
- Child abuse registry check
- Adult abuse registry check
- Vulnerable Person's Sector Check

Some employers choose for the applicants to cover the cost themselves, others reimburse them after a period of time, often after the probationary period.

DEVELOPING AND POSTING SUCCESSFUL ADVERTISEMENTS

An advertisement should stand out and attract the right candidate. Here are some ideas to develop a custom job advertisement:

- Include the job title and the short overview from the job description
- Describe the ideal skills and qualifications of the candidate and how they would fit into the role
- Include employment prerequisites
- Include basic information on pay and benefits
- Include a deadline for responses and how applicants should respond
- Indicate that only candidates selected for an interview will be contacted
- Ensure there are no errors and that private information is not shared
- Use non-discriminatory language

See Appendix B for a sample job advertisement.

There are various places where the job advertisement can be posted to find the right candidate. Posting in a wide variety of places ensures many people will have access to more or better applicants. Some may require a small fee to post the advertisements.



Open the active links below to post the job advertisement:

- Envoyy by Manitoba Possible
- Indeed
- Kijiji
- University of Manitoba Career Services
- University of Winnipeg Career Services
- Red River College Student Employment Services
- Canadian Mennonite University Job Board
- Robertson College
- Manitoba Institute of Trades and Technology
- Herzing College
- CDI College Career Services
- Public Libraries (post ads on physical job boards)
- Bulletin Boards at local colleges or universities
- Local Newspapers
- Word of Mouth



INTERVIEW PROCESS

WELCOME

USING A SCREENING COMPARISON TABLE FOR APPLICANTS

Once all the applications have been received and there are several candidates that appear to be a good fit, the interview process can begin. Acknowledging receipt of the applications is a good idea to ensure the candidates know their application was received and that they are being considered for the position.

To best evaluate applications use a screening comparison table as a tool to compare their basic skills and competences. The table outlines whether the applicants meet the initial requirements. Select up to five candidates and proceed with a phone interview.

See Appendix C for a sample candidates screening table

CONDUCTING PHONE INTERVIEWS

Phone interviews are brief, typically between 15 minutes to 30 minutes. The goal is to identify if the candidate meets the basic qualifications. Phone interviews can be scheduled by either phone or email. Using the phone interview template, mark down answers during the conversation. Inform candidates that after phone interviews are complete they will be contacted about whether they qualify for the in person/virtual interview.

See Appendix D for sample phone interview questions.

DEVELOPING INTERVIEW QUESTIONS

The same interview questions should be asked to every candidate to avoid bias. The questions should directly relate to the job responsibilities, skills, qualifications and other requirements. To understand a candidate's potential, you might consider asking about their past performance and behavior. The candidate should outline a situation or challenge, explain the action they took, and indicate the result of their action. Plan for a maximum of 10-15 questions to allow ample time for discussion.

Laws prohibit employers from asking some specific questions of job applicants. The purpose of the laws is to prevent employers from refusing to hire a job applicant because of non-employment related factors. Candidates cannot be asked questions related to their age, gender, sexual orientation, marital status, ethnic origin, race, national origin, language, religion, pardoned convictions or family status. These are protected rights under the Charter of Human Rights and Freedoms.

See Appendix E for sample interview questions.

CONDUCTING IN PERSON/VIRTUAL INTERVIEWS

In person/virtual interviews are commonly scheduled for an hour in length. Consider scheduling interviews on separate days or with short breaks in between in order to have a clear mind before the next interview.

Interviews can be held at various locations. If the applicant is a stranger, consider having the interview in a public location to ensure safety. Coffee shops or a public library typically have semi private places to conduct interviews.

It is recommended to have a few people present at the interview. This allows one person to conduct the interview, one person to take notes, and others to listen and observe non-verbal communication such as eye-contact and tone of voice. Ensure the people who will be present at the interview have a copy of the applicant's resume and the interview questions beforehand.

Ensure the interview is started on time and that the most critical questions are prioritized to avoid the need to follow-up. Be polite and professional. Ensure the candidate speaks for the majority of the interview. This allows more time to get to know them and how they understand and view aspects of the job.

WELCOME

At the beginning of the interview, it is beneficial to give the candidate an idea of how the interview will be structured. This allows everyone to stay focused and know what to expect. Interviews are often structured by giving a brief description of the job duties, followed by job related questions, and finished with an opportunity for the applicant to ask questions.

At the end of the interview, request the candidates' references and inform them on when and how they can expect to hear back. After all interviews are complete, use the screening comparison table to compare the candidates. With those present at the interview, discuss the scores of each candidate as well as thoughts and opinions on their suitability. Select the candidate who scores highest and/or feels like the best fit for the position.

See Appendix D for a sample interview scoring table.



REFERENCE CHECK PROCESS

OFFERS OF EMPLOYMENT

WHY ARE REFERENCE CHECKS IMPORTANT?

Reference checks provide information on a candidate's performance, behavior, attitude and other traits before a decision to hire is made. A previous employer is the best source for this information.

It is recommended that the references are professional not personal and include former/current supervisors at the candidates' current or past employment. Permission must be asked to contact a previous employer who is not listed as a reference.

CONDUCTING A REFERENCE CHECK

Before conducting a reference check, prepare a list of questions based previous employment. The questions should be designed to capture the candidates' strengths and weaknesses, sense of teamwork, how they handle conflict, and respond to feedback.

References can be conducted by phone or email. If conducting the reference check by phone, schedule a time. When scheduling, make an introduction and indicate the name for whom the reference check is for. Reference checks are typically fifteen to thirty minutes in length. Take notes as the individual responds to the questions. Once the individual has answered all the question, thank them for their time.

If the reference check is taking place by email, make an introduction in the body of the email and indicate a timeline for when to receive back the reference check responses. Once they respond, thank them for their time.

See Appendix F for sample reference check questions.

MAKING A FINAL DECISION

Depending on the information received from the reference check, it may be discovered that a candidate lacks in an area that is important, such as that they do not take feedback well. If the area they are lacking in is a deal breaker for the position, then proceed to do a reference check for the second-best candidate, and so on as needed.

After the reference checks are complete, select the most suitable candidate for the position. Call the candidate and ask if they would like to accept. Two to three days is an acceptable amount of time to wait for a response. Once offer of employment has been accepted in writing, notify the other candidates that they were not successful in getting the job.

VERBAL AND WRITTEN OFFERS OF EMPLOYMENT

When the candidate has accepted the position, it is a good opportunity to discuss a few initial details with them. Here are a few tips to guide the conversation:

- This is the beginning of the employer-employee relationship. Welcome them to the team.
- Provide probationary period information and outline any benefits that come with the position.
- Confirm their start date. Ask when they can start as they will likely need to give notice at their current job. Two weeks is a common timeline for the employee to give notice.
- Indicate that a written offer of employment will be sent and set a deadline for when the candidate should return the signed offer of employment

The written offer of employment outlines details of the job and expectations.

Consider including:

- Job title and job description
- Wage, frequency of payment, and method of payment.
- Information on benefits coverage provided by the employer such as dental, health and/or other types of insurance.
- Information on vacation and holidays.
- Name and contact information for their direct supervisor as well as the expected reporting structure.
- The length of the probationary period, hours of work per week, as well as the job start date and time.
- Other documents that new employees are required to sign such as confidentiality agreement or conflict of interest forms. Remember to attach these additional documents in your email or letter.
- Information on how the employment agreement can be terminated.

Once signed, check that all documents have been filled out correctly. Keep the original offer of employment letter and provide a copy to the employee. It is recommended to provide documents that will be reviewed during the orientation (for example the orientation process or policy manual) in advance of their start date to be reviewed.

See Appendix G for a sample offer of employment



STAFF ORIENTATION AND PROBATION

CONDUCTING A STAFF ORIENTATION

An orientation is typically a checklist of items and experiences that the employee should have prior to working on their own. Orientations are paid training. Benefits of providing orientation and training to new employees include improving staff retention, creating a stronger team, strengthening communication, and improving quality of work.

The best learning typically occurs by doing. Throughout the orientation, ensure the employee has numerous opportunities to do hands on tasks. Asking a current employee or to do a few training shifts with the new employee can provide a good understanding of responsibilities. Ensure they feel supported in their learning and encourage them to ask questions throughout the process.

Take note of any areas where strengths are demonstrated and if there are any areas where they may need more training or support. Throughout the orientation and probationary period, assess their skills and whether they are a good fit.

See Appendix F for a sample orientation checklist.

WHAT IS A PROBATIONARY PERIOD?

Probation is a close supervision of an employee's work performance during the initial period of employment. It provides the opportunity to assess a new employee's demonstrated suitability for their role. If using a probation period, it should be noted in the employment agreement. New employees must be made aware of the length of the probationary period. Three to six months are common time frames. Probationary periods can also be extended as needed.

Throughout the probationary period record observations and allow times for questions discussion, and feedback. Document areas of weakness and the support provided regarding those areas in writing. If there are major problems or poor performance, the probationary period and documentation will make it easier to terminate employment

STAFF ORIENTATION AND PROBATION

PROBATIONARY PERIOD SCENARIOS

These scenarios represent some possibilities that might be encountered during a probationary period. This is not a comprehensive list of possibilities.

If the new employee is great, fits in well and clearly has potential to do the job well:

Let the employee know that they are doing well and that at the end of the probationary period their employment will be confirmed.

If the new employee fits in well and has a good attitude at work but has some challenges in skills or knowledge:

Let the employee know that at the end of the probationary period, their employment will be confirmed with the caveat that they will need to do additional training in some areas.

If the new employee fits in well and has a good attitude at work but just doesn't seem to have the skills or attributes required for the job:

Determine whether there may be another position or set of tasks that they might be a good fit for. Discuss with the employee before making any decisions. It would be a shame to lose an employee with a good attitude that fits in well. Be creative in how they can stay on board. Otherwise termination may be necessary to find a better suited candidate.

If the new employee excels in performing their duties, but struggles with communication, being on time, or does not take feedback well:

Discuss the areas of improvement with the employee regularly and have regular opportunities to observe them on the job. If by the end of the probationary period there has been some improvement, consider extending the probationary period to allow more time for improvement. If on the other hand there has been no improvement, termination may be the best course of action.

If the new employee hasn't fit in, has poor work ethics and performance or hasn't shown an interest in trying to improve:

If a fair chance and reasonable support has been offered to the employee, then termination may be the best course of action. Notify them verbally then confirm the termination in writing.

Anytime an employee is being terminating during a probationary period, ensure the probationary period has not expired and consult with Employment Standards to ensure the termination is lawful.

<https://www.gov.mb.ca/labour/standards/index.html>

or 204-945-3352 or 1-800-821-4307



APPENDIX

APPENDIX A - SAMPLE OF JOB DESCRIPTION FOR DIRECT SUPPORT PROFESSIONAL

Direct Support Professional Job Description

Position Summary:

The Direct Support Professional will provide support to the individual in all areas as outlined below. This position will support the individual to have meaningful life, build independent living skills, as well as create community connections in an appropriate environment in the individual's community.

Requirements:

- Must be 18 years or older
- Must hold valid class 5 drivers' license
- Standard First Aid/CPR Level C
- Adult Criminal Record Check (ACRVS)
- Child Abuse Registry Check (CAR)
- Adult Abuse Registry Check (AAR)
- Vulnerable Person's Sector Check

Core Competencies:

- Excellent communication skills
- Strong time management skills
- Able to think innovatively and creatively
- Strong decision making and judgment ability
- High standards of ethics, accountability, dependability and integrity
- Strong conflict resolution, mediation and negotiation skills
- Ability to change roles in response to changing needs and environments

Main Responsibilities:

• Treat the individual with dignity and respect in a manner consistent with the Vulnerable Persons Living with a Mental Disability Act.

- To support and encourage the individual in the decisions and choices he makes in achieving his personal goals and desires by providing interaction and choices for activities that support a meaningful life.
- To facilitate the individual's personal growth, assist in developing and maintaining relationships and fostering community participation and membership.
- Work side by side to provide support and encouragement with the individual's employment and volunteer opportunities in the community.
- To support the individual to build on and develop some independent living skills such as cooking, cleaning and expanding on his money management skills
- To act as a positive role model at all times and provide necessary support in social situations to ensure the individual's comfort, self-esteem, and safety is maintained.
- Maintain open communication and work cooperatively with family, friends, and other support staff to ensure quality and continuity of the individual's support.
- To respond appropriately and independently in all situations to ensure the health and safety of the individual as set out in his health and safety plan.
- Provide safe transportation to and from all activities.
- Provide assistance with medication as needed.
- Practice confidentiality at all times.
- Completed reporting requirements as assigned.
- Perform other duties as assigned.
-

Reporting Structure:

Supervisor's name and contact information.

When an issue arises, communicate directly with the person and try to resolve the issue. If needed, involved the supervisor to assist in resolving the issue.

I the undersigned, have read the above information and understand the position as outlined.

Staff name

Date

Employer name

Date

APPENDIX B- CANDIDATES SCREENING TABLE

Candidates Screening Table					
Candidate's Name	Resume Received (Yes / No)	Cover Letter Received (Yes / No)	Contact Information	Applicable Experience (List all the relevant experience)	Invite Candidate for Phone Screening (Yes / No)

APPENDIX C-
PHONE INTERVIEW QUESTIONS

Phone Interview Questions	
Interviewer:	Name of Interviewee:
Date:	Duration of the interview:
<p>Allergies:</p> <p>e.g. *The ideal candidate should be comfortable with being around a cat and other pets or smoking etc.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Introduce the job position and nature of work 2. How did you hear about the position? 3. Are you 18 years of age? 4. Do you have a current: <ul style="list-style-type: none"> • Criminal Record Check: • Child Abuse Registry Check: • Adult Abuse Registry Check: • First Aid/CPR: • Vulnerable Person's Sector Check 5. What motivated you to apply for the position? 6. Please tell me about yourself. 7. Tell me what you know about the role. 8. Where do you reside? 9. Do you have a full class 5 driver's license and access to a vehicle? 10. What are you passionate about? 11. Tell me more about _____ (specific item on resume). 12. When can you start? 13. Do you have any questions? 	

APPENDIX D-
INTERVIEW SCORING TABLE

Interview Scoring Table				
Candidate:		Job:		
Interviewer:		Date:		
Question	Response notes	Poor	Fair	Good
1		1	2	3
2		1	2	3
3		1	2	3
4		1	2	3
5		1	2	3
6		1	2	3
7		1	2	3
8		1	2	3
9		1	2	3
10		1	2	3
11		1	2	3
12		1	2	3
13		1	2	3
Total Score				
Comments				

APPENDIX E-
INTERVIEW QUESTIONS

Interview Questions:	
Interviewers:	Name of Interviewee:
Date:	Interviewee arrived on time for interview: Yes/No:
<p>Section A: Introduction</p> <ol style="list-style-type: none">1. Tell us about yourself2. Describe what you know about the role so far.3. What hours are you willing to work?4. Are there any significant barriers that you see in the way of you taking this position?5. This job will require, bending and combinations of sitting and standing for periods of time. Can this work for you? <p>Attention: Please take time to provide a summary of the direct support professional role as it relates to the individual they will be supporting.</p> <p>Section B: Previous experiences</p> <ol style="list-style-type: none">6. Please tell us about a time when you supported a person with an intellectual disability. What roles and responsibilities were you involved in at this role?7. Please tell us about an incident involving the person you supported that you experienced firsthand. How did you address it? How did you document the incident? <p>Section C: Relevant Experience to Direct Support Professional Role</p> <ol style="list-style-type: none">8. What are some resources within XXXXXXXXXXXX that you have accessed or could plan to access with the person you will be supporting?	

APPENDIX E- INTERVIEW QUESTIONS

9. How would you go about assisting the person you will be supporting to make good and supportive friends in the community?
10. How do you maintain someone's dignity and respect?
11. What would you do if you suspected that the individual you were supporting was unsafe or neglected?

Section D: Scenario Questions

12. Please tell us about a time when someone you were supporting made you feel uncomfortable, for example making an inappropriate joke. (Possible follow up questions – How did this situation make you feel? How did you address the situation?)
13. Conflict is natural in any workplace and it's not always a bad thing. Tells us about a time you experienced interpersonal conflict with a co-worker or supervisor and how you handled it. (Possible follow up questions- what was the relationship like after the conflict. If something similar was to happen in the future would you handle it differently?)

Section E: Conclusion

14. What do you like the most about working in this profession?
15. What are your questions for us?

APPENDIX F-
REFERENCE QUESTIONS

Reference Questions	
Applicant's Name:	Date:
Reference's Name:	Contact Info:
<p>How long have you known [applicant]? In what capacity?</p> <p>[Applicant] has applied to be [job ad and brief description]. We are seeking someone who can serve as a positive role model and provide direction, while promoting independence for a person with an intellectual disability.</p> <p>How do you see [applicant] performing in these ways?</p> <p>What are [applicant]'s greatest strengths?</p> <p>What are [applicant]'s biggest weaknesses? Is there any area where they would need additional support in their first 90 days?</p> <p>Was [applicant] reliable and a good communicator?</p> <p>Do you recall any outstanding moments during their time with you?</p> <p>What were your impressions of the quality of their work?</p> <p>Would you consider hiring [applicant] again?</p>	

APPENDIX G-
OFFER OF EMPLOYMENT

Employment Agreement

For the employees of XXXXXXXXXXXXX

Dear _____,

Welcome to our team for the position of a direct support professional commencing _____.

Your hourly starting wage will be \$_____ per hour. Mileage will be reimbursed at a rate of \$_____ per kilometer. Payroll is run on a bi-monthly basis and you will be paid on the 15th and the last day of each month. Vacation and statutory holiday pay will be paid as outlined under Employment Standards.

The following deductions will be taken from your gross salary:

- Canada Pension Plan
- Employment Insurance
- Income Tax

The following prerequisites for employment must be obtained prior to employment starting:

- Criminal record check
- Adult abuse registry check
- Vulnerable Person's Sector Check

The following are required within 60 days of hiring:

- CPR
- FIRST AID

Occasionally shifts may be cancelled where a staff is not required. You will be given as much notice as possible prior to a shift being cancelled. If XXXXXXXX is to be away for an extended period of time, a minimum of 2 weeks' notice will be given.

In the event of illness or unforeseen circumstances where you are not able to work a shift, please notify the XXXXXXXX as soon as possible. You will not be paid for sick days.

If you agree to the terms of this agreement and have read and understand the duties and responsibilities as set out in the job description, please sign both copies. One copy is for your records, and one copy will be retained by XXXXXXXX.

Employer Signature

Date

Employee Signature

Date

APPENDIX H-
ORIENTATION CHECKLIST

Direct Support Professional for [XXXXX]

Orientation Checklist

- Signed the Offer of Employment
- Provided employment prerequisites
- Payroll, mileage and expense submission process
- A copy of their job description
- Employee Handbook
- Important contacts and contact information
- Required Tax Forms (TD1) (Federal and Provincial)
- Pension and Benefit Information
- Information on medication provided to [XXXX]
- Signed Confidentiality Agreement
- Information about protection and incident report writing
- Information about community building and relationships
- Information about VPA and supported decision making

Staff Name

Date Completed

[NAME OF EMPLOYER]

Date Completed

TO CONTACT US



4-120 Maryland Street
Winnipeg, MB R2G 1L1

www.innovativelifeoptionsca
204-772-3557
info@icof-life.ca