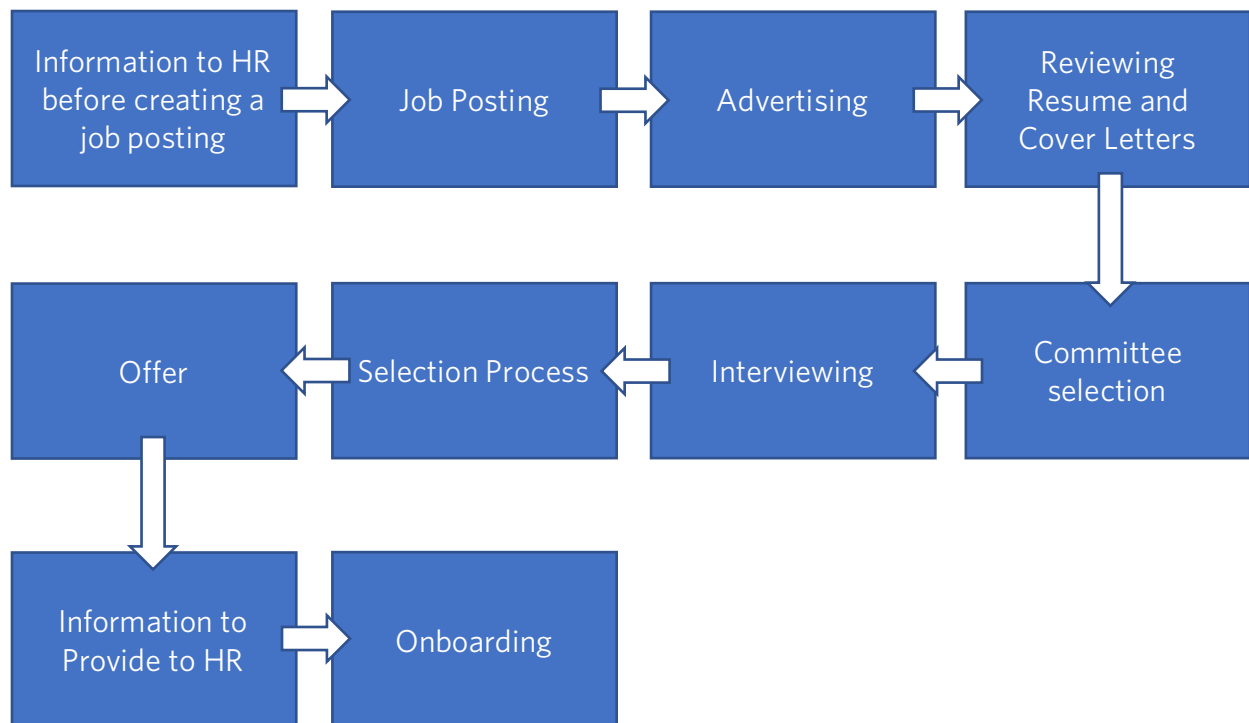




## Recruitment Best Practice Guide for Managers

### What is Recruitment?

Recruitment is the process of attracting, interviewing, selecting, hiring, and onboarding qualified candidates into the company. This process helps ensure that the organization hires employees that are the best fit for the role. There isn't a one size fits all process for recruitment, but this guide will provide a general structure to follow. You as the manager are responsible for identifying and attracting qualified candidates to the organization.



### What HR needs before you create a job posting

If this is a brand-new position then a formal description of the job needs to be supplied to the Human Resources Assistant ([Adrian Whitehead-adrian.whitehead@familymed.ubc.ca](mailto:Adrian.Whitehead-adrian.whitehead@familymed.ubc.ca)). The work that will be done in the role that you are recruiting for must be discussed in detail. Once that position has been approved then the job posting can be created and posted.



## Job Posting

Job postings are very important as it is the candidates' first impression of the role and company. Here is what you need to do to create a job posting:

- Workday has a report called UBC Job Library, which has the bank of job descriptions across UBC to use as a reference.
- The Human Resources Coordinator or Human Resources Manager can be contacted to consult and review the job description. Please allow five (5) days for CUPE or Research Assistant/Technician positions and 10 for M&P for review and classification through Workday at minimum.
- If this is a new position, also decide what type of security roles it will need in Workday and submit it to Director, Administration.
- Ensure that the job posting clearly defines the responsibilities of the role. You want your candidates to have an accurate idea of what the job will be like.
- The wording on the posting is very important! Using unbiased words will help with attract a diverse pool of candidates. (Ex. Using gender neutral language)
- Review [UBC's Advertisement Guidelines](#) and ensure the diversity statement is included on external advertisements (Ex. "The Department of Family Practice does not discriminate on the basis of race, ethnicity, citizenship, creed, place of origin, religion, sex, gender identity, gender expression, sexual orientation, family status, marital status, disability, age, and any other protected characteristic.")

## Advertising

Once the job posting is completed you now need to choose the most appropriate advertising strategy. First and foremost, you need to consider the organizations's budget. Advertising can be done on digital portals like LinkedIn or internally on UBC websites. Understanding your target audience is very important and will change where and how you decide to advertise your job posting (Ex. If it is a student position then advertising on a job portal catered to students).

- UBC's [Inclusive Recruiting page](#) links to Textio, an online platform that helps you avoid bias when you write recruitment materials. This can include job descriptions and job postings. Using Textio may help your job opportunities appeal to a broader, more diverse pool of applicants. An [additional tool](#) can be used to run the job advertisement through to ensure neutral language is being used in your ad.

## Reviewing Resumes and Cover Letters

Once you have a pool of applications, you can proceed to look at the resumes and cover letters. When deciding which candidates to move on to the interviewing stage, look for education and work experiences that align with the role you are recruiting for. Create a



shortlist of candidates that you believe will be a good fit for a role and reach out to them to arrange an interview or phone screen.

### Phone Screening

A phone screen is a short, preliminary interview which takes place over the phone prior to a formal in-person interview. These are used to identify candidates who will move on to the next phase of the hiring process. The phone screen can be used to quickly identify whether the candidate has the appropriate experience or skills necessary for the position.

Here are some examples of good phone screen questions:

- What type of work environment do you prefer?
- What attracted you to this position?
- What attracted you to this organization?

### Committee Selection

We ask that everyone engage in the **Equity Diversity Inclusion for Years** mandatory training before your first selection committee meeting and before reviewing any applicants. The committee should be comprised of a diversified pool of skills, age and gender.

This is a short (15-25 minutes) online course designed for UBC search committees. This course will provide an overview of how to conduct a fair and thorough search for new faculty members and senior leadership while minimizing bias and conflict of interest by following a process and using clear search criteria.

After completion, you will receive a certificate that is valid for 2 years. For those who have already completed the training, you are not required take the course again as long as your certificate is still valid.

### Equity Diversity Inclusion for Years (EDIFY) Online Access Instructions

1. Log into the Workplace Learning Ecosystem and access the course with your CWL and password: <https://wpl.ubc.ca/browse/equity-and-inclusion/courses/wpl-eio-ediss>
2. Select "Enrol" to ensure the course shows up on your Workday Account, and choose "Already have an account? Sign in here" to log in with your CWL

For individuals without a CWL and passport, use the public version of the EDIFY course (External) by using the URL link: <https://courses.cpe.ubc.ca/browse/wpl/courses/wpl-eio-ediss-nubc>



If you have any questions about enrolment or completion of the EDIFY Online Course, contact Workplace Learning Support at [support.wpl@ubc.ca](mailto:support.wpl@ubc.ca).

## Interviewing

Interviewing is your chance to get to know your shortlisted candidates. The questions you should prepare for the interview should align with the job you are recruiting for. A mixture of questions that are technical and behavioural will give you a better understanding if the candidate is a good fit for the role. During the interview, don't be afraid to probe. If the candidate does not answer your question directly you can rephrase the question or ask them to clarify further.

Here are some examples of good interview questions to ask:

- What motivates you?
- What was your reason for changing jobs?
- Tell me about a time when you failed something.
- Why did you apply to work with us?

To ensure you hire the right candidate, make sure you take note of key attributes or experiences you want the employee to have. Understanding the organization's needs, and the full depth of the role of the employee, before you conduct an interview is a vital step in hiring the perfect candidate.

## Selection Process

After you have a chance to meet the candidates, it's time to pick the one that is the best fit for your role! You need to be consistent and fair in your assessment of candidates and ensure that you are always referring to the needs of the role. Ensure that you got a minimum of 2 supervisory references prior to selecting your candidate. Remember, while it is important that the candidate you select has the qualifications for the role, you also need to consider if they will fit in with the company culture.

## Offer

Make a verbal offer that includes salary, probation, vacation, benefits, end date, etc. to ensure the candidate has all the details they need to make the decision. It is common that they will need a few days to think about it. Providing relevant information from UBC's websites may aid them in their decision.

## Information to Provide to HR

Once your candidate accepts your offer, there is some information from your candidate that you need to provide to HR. This includes:

- Resume



THE UNIVERSITY  
OF BRITISH COLUMBIA

Department of Family Practice  
Faculty of Medicine  
320 - 5950 University Boulevard  
Vancouver, BC Canada V6T 1Z3

- Full Address
- Phone number
- Email address
- Date of birth
- SIN Number
- Start and end date
- Salary (hourly, annualized)

### Onboarding

Refer to the Department of Family Practice [Onboarding Guide for Managers](#) and [Employee Onboarding Guide](#).