**Recruitment and Hiring Strategy Checklist**

**Steps involved with hiring the best candidate(s)**

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| 1. **Develop Recruitment Strategy**
 |
| * Establish a selection committee.
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| * Review fire service’s goals and objectives.
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| * Establish budget for the recruitment process.
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| * Establish timelines for the recruitment and hiring activities.
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| * Review / update / create job description(s) for position(s).
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| * Conduct job analysis for positions within the fire service.
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| * identify knowledge, skills, aptitudes, and other job requirements.
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| * Detail all job duties.
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| * Detail all work conditions.
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| * identify other attributes to satisfy the job.
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| * Align with Diversity & Inclusion.
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| * *List other benefits here*
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| * *List other benefits here*
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| * Develop selection criteria.
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| * Develop profile of “ideal” applicant.
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| * Develop job advertisement/recruiting materials.
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| *COMMENTS: Use this space to include any findings or additional information to assist with developing your recruitment strategy.*  |

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| 1. **Develop the Applicant Pool**
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| * Review state of the labour market.
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| * Consider employment equity issues.
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| * Determine if recruitment will be internal or external.
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| * Identify target applicant pool.
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| * + Identify who you are trying to reach
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| * + How large is the target applicant pool?
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| * + What portion of it do you need to reach to obtain a reasonable number of applicants?
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| * + How many applicants do you have to fill the position with qualified people?
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| * + What type of ad content will attract the target applicant pool’s attention
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| * + What advertising media is likely to reach target pool?
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| * Identify recruitment methods to be used.
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| * Place ad/recruiting materials in agreed-on media.
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| * + (Internal) Internal job postings
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| * + (Internal) Succession plans / replacement charts
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| * + (Internal) Nominations
 |  |
| * + (External) Job advertisements
	+ Newspapers
	+ Professional periodicals and trade journals
	+ Radio and television
	+ Public displays
	+ Direct mail
	+ Open houses
	+ Job fairs
	+ Employee referral
	+ Networking
	+ Walk-ins
	+ agencies
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| *COMMENTS: Use this space to include any findings or additional information to assist with improving the process of developing the applicant pool.*  |

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| 1. **Screen the Applicant Pool.**
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| * Determine whether applicant pool is large enough; if not, renew recruitment efforts.
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| * Screen job candidates’ application forms and resumes.
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| * Determine screening method
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| * + Blank application forms
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| * + Weighted application blanks (WABs)
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| * + Biographical data
 |  |
| * + Resumes
 |  |
| * + Reference checks
 |  |
| * + Work experience
 |  |
| * + Social media networks
 |  |
| * + Virtual career fairs
 |  |
| * + Virtual job auditions
 |  |
| * Human Rights Considerations during the applicant screening process
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| * + What is the purpose of including specific items/questions and how will the information be used?
 |  |
| * + Does the item conflict with provincial, territorial, or federal human rights guidelines concerning questions that cannot be asked?
 |  |
| * + If the item-based information is used in screening decisions, is it likely to have adverse impact on protected minority groups?
 |  |
| * + Is it more appropriate to obtain information only after making a job offer?
 |  |
| * + Has the job-relatedness of the item been established?
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| * Conduct short screening interviews (used to eliminate candidates without minimum qualifications (MQs).
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| * Select “long list” of candidates for further review.
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| *COMMENTS: Use this space to include any findings or additional information to assist with areas of improvement with screening the applicant pool.* |
| 1. **Conduct Review of Job Applicants.**
 |
| * Selection committee develops shortlist of candidates.
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| * Create a scoring methodology.
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| * Arrange visits of short-listed candidates to for applicable testing.
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| * Conduct realistic job preview for candidates.
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| * + Conduct employment tests.
 |  |
| * + Conduct selection interviews
 |  |
| * + Create a standard set of questions used for ALL candidates
	+ Use a panel consisting of peers, management, and human resources professionals that are duly trained in the consistent application of rating of candidates
	+ Selection committee understands scoring methodology to be applied.
	+ Establish measurable standards to minimize bias in hiring.
	+ Ensure interviews are structured to avoid open-ended conversations.
	+ Ensure consistency is maintained by the interview panel during all points of contact with candidates.
 |  |
| * Identify leading candidate(s) for position.
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| * Complete reference and background checks on leading candidates
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| * Make hiring recommendation.
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| * Contingent on offer of employment, arrange for any required medical or physical examinations.
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| *COMMENTS: Use this space to include any findings or additional information to assist with the review of job applicants process.* |

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| 1. **Evaluate the Recruiting Effort**
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| * Review the recruiting process.
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| * Did the recruitment process go accordingly?
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| * Are there any improvements necessary to the recruitment process?
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| * Review the outcome of the recruiting process.
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| * Review the performance of people who were hired.
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| *COMMENTS: Use this space to include any findings or additional information to assist with improving the recruitment efforts.* |