**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. |  |
| * Review fire service’s goals and objectives. |  |
| * Establish budget for the recruitment process. |  |
| * Establish timelines for the recruitment and hiring activities. |  |
| * Review / update / create job description(s) for position(s). |  |
| * Conduct job analysis for positions within the fire service. |  |
| * identify knowledge, skills, aptitudes, and other job requirements. |  |
| * Detail all job duties. |  |
| * Detail all work conditions. |  |
| * identify other attributes to satisfy the job. |  |
| * Align with Diversity & Inclusion. |  |
| * *List other benefits here* |  |
| * *List other benefits here* |  |
| * Develop selection criteria. |  |
| * Develop profile of “ideal” applicant. |  |
| * Develop job advertisement/recruiting materials. |  |
| * *List other benefits here* |  |
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| * *List other benefits here* |  |
| *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** | |
| * Review state of the labour market. |  |
| * Consider employment equity issues. |  |
| * Determine if recruitment will be internal or external. |  |
| * Identify target applicant pool. |  |
| * + Identify who you are trying to reach |  |
| * + How large is the target applicant pool? |  |
| * + What portion of it do you need to reach to obtain a reasonable number of applicants? |  |
| * + How many applicants do you have to fill the position with qualified people? |  |
| * + What type of ad content will attract the target applicant pool’s attention |  |
| * + What advertising media is likely to reach target pool? |  |
| * Identify recruitment methods to be used. |  |
| * Place ad/recruiting materials in agreed-on media. |  |

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| * + (Internal) Internal job postings |  |
| * + (Internal) Succession plans / replacement charts |  |
| * + (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.** | |
| * Determine whether applicant pool is large enough; if not, renew recruitment efforts. |  |
| * Screen job candidates’ application forms and resumes. |  |
| * Determine screening method |  |
| * + Blank application forms |  |
| * + Weighted application blanks (WABs) |  |
| * + Biographical data |  |
| * + Resumes |  |
| * + Reference checks |  |
| * + Work experience |  |
| * + Social media networks |  |
| * + Virtual career fairs |  |
| * + Virtual job auditions |  |
| * Human Rights Considerations during the applicant screening process |  |
| * + 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? |  |
| * Conduct short screening interviews (used to eliminate candidates without minimum qualifications (MQs). |  |
| * Select “long list” of candidates for further review. |  |
| * *List other benefits here* |  |
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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. |  |
| * Create a scoring methodology. |  |
| * Arrange visits of short-listed candidates to for applicable testing. |  |
| * Conduct realistic job preview for candidates. |  |
| * + 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. |  |
| * Complete reference and background checks on leading candidates |  |
| * Make hiring recommendation. |  |
| * 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** | |
| * Review the recruiting process. |  |
| * Did the recruitment process go accordingly? |  |
| * Are there any improvements necessary to the recruitment process? |  |
| * Review the outcome of the recruiting process. |  |
| * Review the performance of people who were hired. |  |
| * *List other benefits here* |  |
| * *List other benefits here* |  |
| * *List other benefits here* |  |
| *COMMENTS: Use this space to include any findings or additional information to assist with improving the recruitment efforts.* | |