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THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC



RECRUITMENT AND ONBOARDING: SESSION #1

INTRODUCTIONS

- **Sincron HR Introduction**
 - Rick Pasin
 - John Thornburn
 - Beatrice Payumo
- **Participant Introductions**
 - Name
 - Role
 - Organization
- **Outline of Workshop**
 - Structure - Three sessions (7 hours)
 - Synopsis

RECRUITMENT CHALLENGES

What are your Recruitment Challenges?

- Brainstorm for two minutes
- Identify the top challenge for you

This is a solo activity

Examples:

- People don't apply
- People don't know the job
- Rate of pay is too low

SMALL GROUP DIALOGUE

Share your Top Recruitment concerns with your group

As a group identify the TWO most critical needs

RECRUITMENT DISCUSSION

Group discussion on the Top Two critical items from each group

ONBOARDING CHALLENGES

What are your Onboarding Challenges?

- Brainstorm for two minutes
- Identify the top challenge for you

Examples:

- People don't send in all the required documents fast enough
- Takes a long time to schedule an onsite visit

SMALL GROUP DIALOGUE

Share your Top Onboarding concerns with your group

As a group identify the TWO most critical needs

ONBOARDING DISCUSSION

Group discussion on the Top Two critical items from each group

Time to Play Kahoot!

Your Perceptions

Visit webpage - Kahoot.it (PIN:)



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DISCOVER THE SOLUTION

A blue background with a white circuit board pattern, consisting of various lines, squares, and circles representing electronic components and connections.

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RECRUITMENT AND ONBOARDING: SESSION #2

Review: Recruitment concerns

What are our top needs

- Reach of recruitment efforts
- Wages / Benefits
- Retaining good candidates
- Need to pool resources to improve
- identify sites to post jobs for free
- Hiring experienced staff

Review: Recruitment Tools

What tools are currently being used

- Job Boards (i.e. Indeed, Glassdoor, WorkBC, Job Bank)
- Career Fairs
- Social Media (FB/Instagram)
- Networking
- ATS

Review: Your Brand

How have you been branding your recruitment program?

- Ok, but we need to do more in this area (4)
- Very Strong (3)
- What brand (3)

Review: Appealing Job offers

Some of the top interests of Job Seekers

(Note: Generational difference)

- Hire from community
- Flexible schedules
- Good rate of pay
- Steady work
- Benefits
- Union
- Rewarding work
- Pension
- Opportunities for independent work
- Freedom
- Indoor/Outdoor work

The Labour Pool

1) Exercise – What is your target market? - build ideal candidate personas

- Demographics – Age, gender, location, education, nationality
- Experience and availability

Your Organizational Needs

Incorporate your most important needs

- Values
- Skills
- Interests

Sample Personas



DENISE

A 35 year-old
HR manager

- Makes 120K annually
- Has worked at her job for 4 years, is married with one kid.
- Both parents work.
- Her hobbies are biking, hiking, and fishing.
- Generally outdoorsy, with a solidly Type-A personality.
- Buys work products online.



STEVE

A 18 year-old college
freshman at state school

- No current job.
- Heavily interested in PC gaming, with additional interests in college football, and guitar/music in general.
- Undecided major, but smart with good overall grades.
- Does not keep up with fashion trends.



BRENT

A 50 year-old retail store
manager and father of four

- The quintessential American dad.
- Makes 80K from his job, and an additional 30K from a military pension.
- Two children are in college, and the other two are in high school.
- Hobbies are golfing and reading.
- Frequently buys discounted consumable goods online.

INDIVIDUAL EXERCISE: Create Personas

Strategy review

Visit webpage - Kahoot.it (PIN:)

Short Break

Please take a few minutes for a Bio/Health break

Group Exercise: Job Sources

Brainstorming the best resources on your recruitment path !

- Referrals
- Job Boards (Indeed, Glassdoor, Work BC etc.)
- Local colleges/universities
- Before they graduate!
- Immigration (regional, national, and international)
- Radio/TV?
- Social Media?

Copywriting Exercise: Ad writing for Social Media

Prepare the First draft for a simple ad targeting your social media audiences

- What is your story?
- Who are you recruiting?
- What value do they bring?

Social Media

Share with the team – 5 volunteers

- Peer Feedback
- Is it focused on target market
- Does it incorporate strengths of the brand?

Individual/Group Exercise

On your own write the 2nd Draft of an ad you feel may work in your community
(5 minutes)

Share your copy with your breakout group and collect feedback
(10 minutes)

Individual Exercise: Job Postings

How to setup and monitor for success (remember your personas!)

- Set objectives (within budget)
- Strategize
- Tactics
- Analytics

Individual Exercise: Job Posting

Rewrite a job posting introduction

- Write a draft job posting with value
 - ✓ What is your story?
 - ✓ Who are you recruiting?
 - ✓ What value do they bring?

Job Posting

Share with your breakout group

Read and discuss for 3 minutes each

- ✓ Peer Feedback?
- ✓ Is it focused on target market?
- ✓ Does it incorporate strengths of the brand?

Short Break

Please take a few minutes for a Bio/Health break

Time and Efficiency

Using other people's time

- Volunteers
- Students
- Marketing/Communication teams

Manual vs automated processes

- Excel
- ATS (database)
- HRIS (database)

AUTOMATION: ATS | HRIS

How does an ATS/HRIS (i.e.: Sincron) organize recruitment?

- Job board integration
- Empower Managers for postings
- Centralized job postings
- Career Page
- Scheduling and interviews
- Finalize and hire efficiently

Jobs / Available Jobs

[Login](#)

[Forgot your password?](#)

[Create account](#)

[Check personal data hold](#)

[Cookie policy](#)

[Cookie settings](#)

[Apply spontaneously](#)

Keyword

City

[Search](#)

Awake Residential Night Worker

[Terrace](#)

[Posted at: 12 October 2021](#)

[Apply](#)



Adult, Youth, and/or Child Worker

[Terrace](#)

[Posted at: 12 October 2021](#)

[Apply](#)



Regular Support Worker (Residential/Community)

[Terrace](#)

[Posted at: 12 October 2021](#)

[Apply](#)



Casual/Relief Support Worker

[Terrace](#)

[Posted at: 12 October 2021](#)

[Apply](#)




- Hosted Career Page
- Match your website branding (colours, header/footer)
- Auto parse resume's for candidate filtering

Candidate Profiles

- Resume/CV
- Share profiles with senior rep for review
- Track history
- Custom assessments (skills/questions)
- Send messages via email (email templates) or SMS

Interview evaluation form Sorin Stefan



Sorin Stefan
tacocreisapeu-9731@yopmail.com
+44 8123222111
Indeed

REJECT **ACTIONS**

Candidate status in project

To be scheduled for phone interview

SAVE


Observations type

General

Strong programming background

+ ADD

CV Profile Events (2) Assessment Candidate history



Sorin Stefan

Status: Available

Status comments

From: 2021-12-06

SAVE

Narrative profile

- Teamwork
- Java - WORKING
- Microsoft .NET Technology - WORKING
- Oracle - WORKING

Reference

Candidate Funnel

- Job board integration
- Drag and drop
- Filter candidates
- Set individual/candidate interviews
- Import data to Pre-Hire

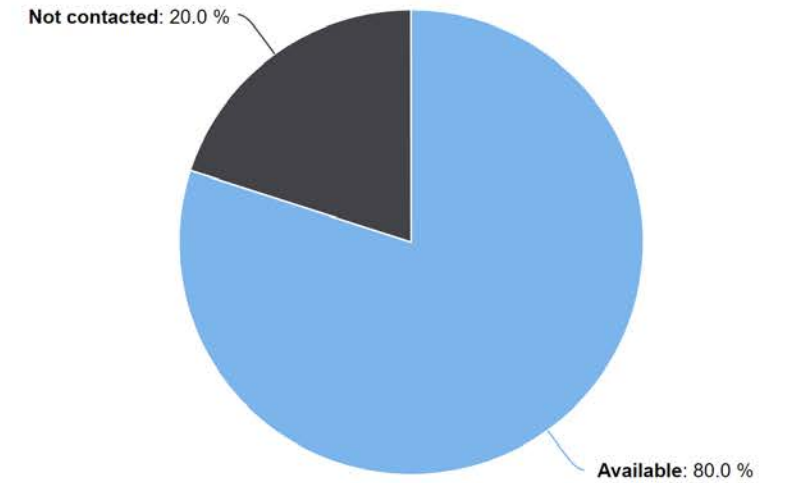
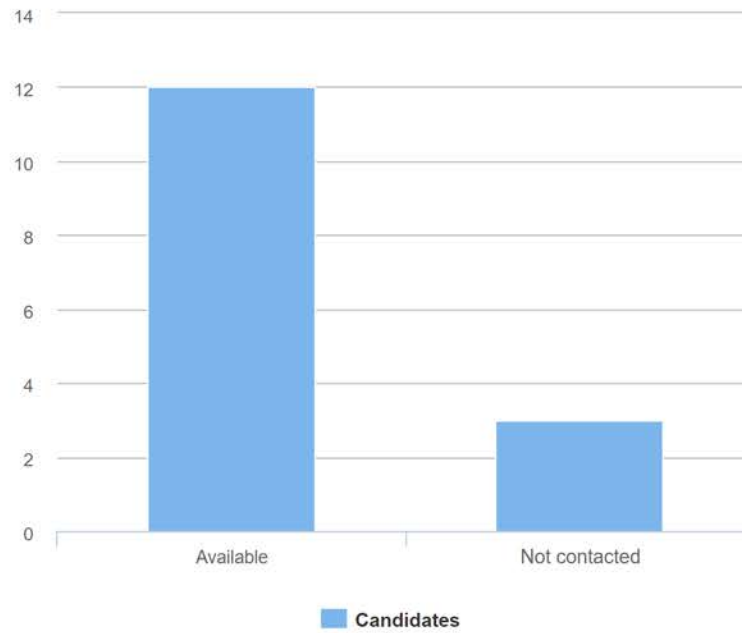
The interface features a top navigation bar with tabs: Edit project, Project Info, Planning, Career page, Integration, Skills, Costs, and Candidates (highlighted). A 'Project deadline' indicator shows 0 days remaining. Below the navigation is a search bar and several filter buttons: 'Foreign languages', 'Foreign language level', 'Source', and 'Recruiter'. Summary statistics include 'Candidates from within last 24h: 0' and 'Internal recommendations: 1'. A section for 'Candidates added during the period' includes an 'ADD CANDIDATE' button.

The main area displays four stages of the candidate funnel, each with a 'Status filter' dropdown:

- 11 - Search Phase**: Contains a list of candidates with checkboxes and 'New' status buttons. Visible names include Ion Dolanescu, Aurel Dumitrescu, Ana Georgeta, florin ion, and Mihai Marin.
- 1 - Phone Interview**: Contains one candidate, Sorin Stefan.
- 1 - Interview**: Contains one candidate, Tiffany Ha.
- 1 - Client (Short List)**: Contains one candidate, Rodriguez Cassie.

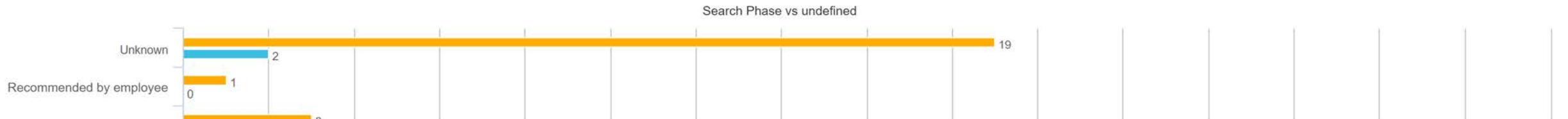
HR Analytics

| Status | No. of candidates | % candidates |
|---------------|-------------------|--------------|
| Available | 12 | 80.0000 % |
| Not contacted | 3 | 20.0000 % |



HR Analytics

| Recruiting sources | Search Phase | Phone Interview | Interview | Client (Short List) | Employees | % Received CV vs. Employed |
|----------------------------|--------------|-----------------|-----------|---------------------|-----------|----------------------------|
| Unknown | 19 | 8 | 6 | 4 | 2 | 10.5 % |
| Recommended by employee | 1 | 1 | 1 | 1 | 0 | 0.0 % |
| LinkedIn | 3 | 3 | 1 | 1 | 1 | 33.3 % |
| Job Fair | 1 | 0 | 0 | 0 | 0 | 0.0 % |
| CV submitted to the office | 3 | 3 | 1 | 0 | 0 | 0.0 % |
| Hard copy Archive | 2 | 2 | 1 | 1 | 1 | 50.0 % |
| careers.ca.sincron.biz | 29 | 9 | 3 | 2 | 1 | 3.4 % |
| Indeed | 13 | 2 | 1 | 1 | 0 | 0.0 % |
| TOTAL | 71 | 28 | 14 | 10 | 5 | |





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RECRUITMENT AND ONBOARDING: SESSION #3

Why Onboarding is Critical to Retention

- Provide new employees a clear understanding of company policies, expectations regarding their performance, and operating procedures
- Reduce turnover, increase morale, lower instances of corrective discipline, and mitigate employee grievances
- Reduce the number of workplace injuries, particularly for young workers
- Help new employees become productive more quickly than they might otherwise
- Reduce cognitive dissonance—the discrepancy between what the new employee expected from his or her new job and its realities

Onboarding Goal

- **Orientation** is a long-term, continuous socialization process where employee and employer expectations or obligations are considered
- **Socialization** is the ongoing process of instilling in all employees the prevailing attitudes, standards, values, and patterns of behaviour that are expected by the organization
 - During the time required for socialization to occur, a new employee is less than fully productive. A strong onboarding program can speed up the socialization process and result in the new employee achieving full productivity as quickly as possible
- **Training outcomes** - Transfer learning into behavior using disciplined, consistent efforts. Focus on organization-specific topics

How do new employees perceive your onboarding process?

- Clueless
- Too Much Too Fast
- Sometimes a Bit Slow
- Overwhelming
- Boring
- Intense
- Informative
- Dry
- Fine
- Exciting
- Unknown
- Friendly
- Good
- So So

Onboarding Issues

How do new employees perceive your onboarding process?

- Too much information is provided in a short time (usually one day)
- New employee is inundated with forms to fill out for payroll, benefits, pensions etc.
- Little or no orientation is provided, so new employees personally seek answers to each question that arises and work without a good understanding of what is expected of them (i.e. p/t, contractors)
- Info provided is too broad to be meaningful to a new employee, especially on the first day
- The orientation information provided by the immediate supervisor may be too detailed to realistically be remembered by the new employee.

How do new employees perceive your onboarding process?

- Hire from community
- Flexible schedules
- Good rate of pay
- Steady work
- Benefits
- Union
- Rewarding work
- Pension
- Opportunities for independent work
- Freedom
- Indoor/Outdoor work

Employers typically provide information on

- Employee benefits
- Personnel policies
- Safety measures
- Regulations
- Provide a tour of the facilities
- Receive (and sign for) print or Internet-based employee handbooks

The Employee Handbook

Employers typically provide information on

DO include:

- A disclaimer stating, “nothing in this handbook should be taken as creating a binding contract between employer and employees, and all employment is on an at will basis”
- A statement that company policies, benefits, and regulations do not constitute the terms and conditions of an employment contract, either expressed or implied

DO NOT include:

- Statements such as “No employee will be fired without just cause” or statements that imply or state that employees have job security.

Maximize the Onboarding Plan

Employers typically provide information on

- Extend onboarding to a two year process
- Special training
- Roundtable discussions
- Meet with key insiders
- Provide on-the-job learning
- Individual mentor programs
- Arrange special experiences such as site visits
- Gamify the onboarding experience
- Offer rewards and recognition for new hires'

INDIVIDUAL EXERCISE: Create Personas

Strategy review

Visit webpage - Kahoot.it (PIN:)

Step 1: Set Goals

- Discuss work-related goals with the new employee
- These goals provide the basis for early feedback and establish a foundation for ongoing performance management
- With Manager or just HR?
- Can take place before the first day of employment

Step 2: Set the tone and Engage

- Sending them internal newsletters
- Inviting them to drop by for chats/events/dinners
- Extend the onboarding time frame
- Create stages throughout the first year of employment to improve retention levels and reduce recruitment costs

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Short Break

Please take a few minutes for a Bio/Health break

Step 2: Set the tone and Engage

- Aim to build a strong employee bond with organizational values, history, and tradition
- Include staff involvement
- Mentoring
- Management guidance (by using high-level staff, firms communicate the importance of messages and experiences in a more meaningful way)
- Employee empowerment (indoctrination of values and information to guide workplace behaviour)

Manager's Role?

Manager involvement

- Supervisors should be vigilant
- Follow up on and encourage new employees to engage in activities (such as taking breaks with colleagues) that will enable them to “learn the ropes”
- Critical for new employees with disabilities, integration and socialization are highly influenced by co-workers’ and supervisors’ behaviour

Executive Onboarding Programs

- Little planning
- Can continue for months as the new executive learns about the unspoken dynamics of the organization that are not covered in orientation programs, such as how decisions are really made and who holds what type of power
- Serious problems with assimilation and work effectiveness
- Change agents need to show leadership skill

Executive Onboarding Programs

- Identify position specifications (particularly ability to deal with and over-come jealousy)
- Provide realistic information to job candidates and provide support regarding reality shock
- Assess each candidate's previous record at making organizational transitions
- Announce the hiring with enthusiasm
- Stress the importance of listening as well as demonstrating competency
- Promoting more time spent talking with the boss
- Assist new executives who are balancing their work to change cultural norms while they themselves are part of the culture itself

Evaluating Onboarding Plans

1. Employee Reaction

- Interview or survey new employees for their opinion on the usefulness of the orientation program (Survey for feedback 30, 90, 180, 365 days); (One to one interview)
- Evaluate job performance within specified time periods to assess transference of learning

2. Socialization effects

- Review new employees at regular intervals to assess progress toward understanding and acceptance (Beliefs, Values, Norms of the organization)

3. Cost/benefit analysis

- Compare orientation costs
- Printing handbooks and time spent orienting new employees by HR and supervisors
- Benefits of orientation, including reduction in errors, rate of productivity, efficiency levels

Review your brand

Small discussion group

1. How will you build your brand with each new employee ?
2. How will you support your staff to become life long supporters of the work you do ?

Short Break

Please take a few minutes for a Bio/Health break

Review (Onboarding Tools)

Methods and strategies

- In Person
- Teams/Zoom
- Video
- Training Sites
- HRIS (Onboarding Module)

Automate the process

- Online onboarding systems for new employees as soon as they accept the job offer
- Engage employees more quickly and accelerate employee performance
- Build the brand as an employer of choice
- Engage new hires in a personalized way and accelerate time-to-productivity by completing benefits decisions, payroll forms, new-hire data, introduction of policies and procedures, and preliminary socialization using videos and graphics before the first day on the job

Online Onboarding Plans

- Forms – Read and Accept – And upload documents
- Fill and Upload PDFs, Collect Feedback, and administer tests

Onboarding / My plan

Print

| Status | Date | Duration | Type | Activity | Responsible | |
|--------------|------------|----------|-----------------------|--|---------------------|---|
| Accomplished | 24.09.2018 | 1h | Predefined activities | Code of Conduct ⓘ | Elisabeth Van Essen | |
| Current | 27.09.2018 | 1h | Template | School Administration Policy ⓘ | Victoria Jackson | |
| Delay | 24.09.2018 | 1h | Predefined activities | Read & Sign Job Offer Letter ⓘ Download initial file | Elisabeth Van Essen | Download file ✓ ✓ Upload file |
| Delay | 24.09.2018 | 1h | Predefined activities | Sexual Harassment ⓘ | Elisabeth Van Essen | |
| Delay | 24.09.2018 | 1h | Template | Emergency Procedures CARF (E-Learning) ⓘ | Victoria Jackson | |
| Delay | 24.09.2018 | 1h | Predefined activities | NEW: Fill & Upload Document ⓘ Open and fill | Victoria Jackson | ✓ Upload file |
| Delay | 25.09.2018 | 1h | Predefined activities | Workplace Safety ⓘ | Victoria Jackson | Read |
| Delay | 25.09.2018 | 1h | Predefined activities | Workplace Safety Test ⓘ | Victoria Jackson | ✓ Complete test |
| Delay | 25.09.2018 | 1h | Predefined activities | Onboarding Feedback Form ⓘ | Victoria Jackson | ✓ Complete feedback |
| Delay | 26.09.2018 | 1h | Predefined activities | Offboarding Checklist ⓘ | Elisabeth Van Essen | Read |

Workshop Feedback

Visit webpage - Kahoot.it (PIN: 9406657)



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