



EMPLOYER GUIDE

How To Hire *In Huron*

A Guide to Hiring and Employee Retention

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Hiring Your First Employee

Hiring your first employee is a major milestone for your business. To ensure compliance, use this checklist to prepare for the hiring process.

If it feels overwhelming, don't hesitate to reach out online (www.huroncounty.ca/economic-development/huron-business-centre) or call our office for guidance (519.524.8394 Ext 6):

Is your business ready?

- Confirm that your business is legally registered and operational and that you have a Business Number (BN) from the Canada Revenue Agency (CRA) (www.canada.ca/en/revenue-agency)
 - You can verify your business registration status and your BN by visiting the CRA's official website (www.canada.ca/cra-login-services)
- Set up a payroll account with your CRA My Business (www.canada.ca/cra-login-services) account for source deductions.
- Ensure you have sufficient financial resources to support an employee's wages, benefits, and other costs. ⁱ
 - Additional costs can include training, payroll taxes, equipment, and insurance. Factor in both immediate expenses and long-term sustainability to avoid financial strain.

Have you familiarized yourself with employment standards?

- Determine the type of employment you want to offer: full-time, part-time, contract, or temporary.
- Understand the rules and comply with Ontario's minimum wage, overtime, and hours of work regulations by consulting the Employment Standards Act (ESA) (www.ontario.ca/document/your-guide-employment-standards-act-0).
- Familiarize yourself with vacation pay, public holiday pay, and statutory leave entitlements in accordance with the ESA (www.ontario.ca/document/your-guide-employment-standards-act-0).
- Register with the Workplace Safety and Insurance Board (WSIB), if applicable. See **page 6**.
- Ensure compliance with the Ontario Human Rights Code (www.ontario.ca/laws/statute/90h19) and Accessibility for Ontarians with Disabilities Act (AODA) (www.aoda.ca)
- Prepare payroll deductions (CPP, EI, and income tax) and remittances to the CRA. See **page 6**.
- Review health and safety requirements under the Occupational Health and Safety Act (OHSA). See **page 5**.

What does your recruiting and hiring process look like?

- Define the job title, responsibilities, and necessary qualifications for candidates. See **page 9**.
- Develop a fair and inclusive hiring process; conduct proper interviews and reference checks. See **page 12**.
- Determine a competitive and compliant compensation package. See **page 16**.
- Ensure offer letters and employment contracts comply with Ontario employment laws by adhering to the ESA (www.ontario.ca/document/your-guide-employment-standards-act-0), using clear and specific language, and seeking legal advice to review and update contracts.

ⁱ **This step can be tricky - reach out to us for guidance!**

How will you onboard your new employee?

- Draft and provide an employee handbook covering workplace policies and procedures. See **page 6** for recommended policies.
- Set up a payroll system for accurate and timely payments.
 - Register with the CRA (www.canada.ca/cra-login-services), choose a payroll software like ADP or QuickBooks, track employee hours, deduct taxes and benefits, and ensure timely payments.
- Provide mandatory employment rights information (ESA Poster, OHSA rights, etc.).
 - The Ontario Ministry of Labour website (www.ontario.ca/page/ministry-labour-immigration-training-skills-development) provides easy access to all the required employment rights information.
- Ensure workplace safety measures are in place.
 - Find the right information by going to Ontario's OHSA guidelines on their website (www.ontario.ca/page/occupational-health-and-safety-act-ohsa).
- Provide training on workplace policies, health and safety, and AODA requirements.
 - Use resources from the Ontario Ministry of Labour website (www.ontario.ca/page/ministry-labour-immigration-training-skills-development).
- Establish performance management and feedback procedures. See **page 27**.

What are your ongoing responsibilities as an employer?

- Remit payroll deductions on time. Information of when and how to remit can be found on the CRA website (www.canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/remitting-source-deductions)
- Keep employment records as required by law.
 - Employee Information (name, address, position, hiring date)
 - Hours Worked (daily start/end times, overtime)
 - Pay Records (wages, bonuses, deductions, pay statements)
 - Vacation and Public Holidays (vacation days taken, public holidays worked)
 - Leaves of Absence (sick leave, maternity/parental leave, etc.)
 - Termination Records (termination/resignation date, reason, severance details)
 - Health and Safety Records (workplace accidents, safety training)
 - Other Compliance Records (contracts, inspections, disputes)
- Ensure compliance with employment law updates by stay updated through government websites (www.ontario.ca), legal professionals, HR associations, newsletters, and reputable legal blogs.
- Maintain a respectful and inclusive work environment. See **page 8**.
- Plan for employee growth, training, and retention strategies. See **page 28**.

This guide will walk you through the process of hiring and onboarding employees with *retention in mind*.

Preparing to Hire

Hiring a new employee is an exciting step, but it comes with key legal and operational responsibilities. Understanding Ontario's Employment Standards Act (ESA) and establishing essential workplace policies ensure compliance and create a structured work environment.

Overview of Employment Standards (Ontario ESA)

The Employment Standards Act (ESA) sets the minimum rights and responsibilities for most employees and employers in Ontario. Key areas include:

- Minimum wage
- Hours of work and overtime rules
- Public holidays and vacation pay
- Termination notice and severance
- Leaves of absence (e.g., maternity, parental, sick leave)
- Equal pay for equal work

Some exceptions apply based on industry and job type.

Related Links:

Ontario Employment Standards Act:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0>

Occupational Health and Safety Act:

<https://www.ontario.ca/page/occupational-health-and-safety-act-ohsa>

Workplace Safety and Prevention Services:

<https://www.wsps.ca/>

Workplace Health and Safety

Employers have a duty to provide a safe working environment under the Occupational Health and Safety Act (OHSA). Essentials and key responsibilities for employers include:

- Providing a safe work environment by identifying and mitigating hazards in the workplace.
- Offer health and safety training and supervision as employees must be trained to perform their jobs safely.
- Reporting workplace injuries - notifying the Ministry of Labour in serious cases.
- Comply with First Aid requirements - at least one employee must be certified in First Aid (if required by your industry).
- Workplaces with 20+ employees must have a Joint Health and Safety Committee (JHSC).

Failure to comply can result in inspections, fines, or other penalties.

Workplace Safety and Prevention Services

(WSPS) is a non-profit that offers free resources, training, and consulting to help businesses meet compliance.

Employee Policy Handbooks

Having the following policies prepared before hiring is very beneficial to provide structure to the business, and clarity for the new employee.

- Mandatory Policies (for all businesses):
 - Workplace Violence and Harassment Policy [Occupational Health and Safety (OHSA) requirement]
 - Occupational Health and Safety Policy (OHSA requirement, if five or more employees)
 - Accessibility Policy (AODA requirement, if 50+ employees)
- Recommended Policies:
 - Code of Conduct
 - Employee Handbook (workplace expectations)
 - Social Media and IT Use Policy
 - Privacy and Confidentiality Policy
 - Anti-Discrimination and Diversity, Equity, and Inclusion Policies

Some policies may be required depending on industry or workplace size.

Workplace Safety and Insurance Board (WSIB)

WSIB provides workplace insurance coverage for employees in case of work-related injuries or illnesses.

- Many industries must register with WSIB within 10 days of hiring their first employee.
- Some businesses (e.g., office-based businesses) may be exempt but can opt for WSIB coverage.
- WSIB Premiums: Based on business type and payroll size.
- Employers must report workplace injuries and illnesses to WSIB as required.

Payroll Deductions and Setup

To pay employees, businesses must:

- Register for a Payroll Account with the CRA [Business Number (BN) required].
- Deduct and remit taxes:
 - Canada Pension Plan (CPP) contributions
 - Employment Insurance (EI) premiums
 - Income tax deductions (based on employee tax forms)
- Issue pay stubs showing deductions and hours worked.
- Provide T4 slips annually for tax filing.
- Employers must remit payroll deductions to the CRA on a set schedule.

Using Artificial Intelligence (AI) in Your Business

AI can guide you through essential tasks, helping you learn and complete important actions more efficiently. AI can also be a valuable tool for you to use in creating comprehensive employee policy handbooks:

- Help draft your policies and make them clear and up-to-date.
- Assist in identifying which mandatory and recommended policies your business should have in place.

DISCLAIMER: While AI can speed up the process, it's important to customize the content to reflect your company's culture and unique needs and ensure it complies with legal requirements.

Special Rules for Specific Industries

Certain industries have unique employment rules. Examples:

- **Construction Industry:**
 - WSIB is mandatory for most workers, with special rules for termination pay and wages.
- **Agriculture and Farming:**
 - Different rules for hours of work and overtime.
- **Hospitality and Food Service:**
 - Unique regulations for tip-sharing and overtime.
- **Healthcare and Home Care:**
 - Special standards for scheduling and minimum pay.

Always check industry-specific ESA regulations before hiring.

Setting Realistic Timelines for Hiring

Hiring your first employee - or any employee - takes time. A well-structured hiring timeline typically includes these steps:

Phase	Time Estimate	Key Activities
Preparation	1-2 weeks	Define job, salary, and hiring budget
Job Posting and Application	2-4 weeks	Post job ads, source candidates, and promote the role
Screening and Interviews	2-3 weeks	Review applications, conduct initial screenings, and hold interviews
Final Selection and Offer	1-2 weeks	Check references, and send offer letter
Onboarding and Training	4 weeks	Set up payroll, training and workplace policies
TOTAL	6-11 weeks	(not including onboarding)

Avoid these common hiring delays:

- Ensure job descriptions are clear and well-defined, as vague postings can attract unqualified applicants or limit interest.
- Streamline the interview process as too many interview rounds can cause candidates to lose interest or accept other offers.

Ensure you communicate your hiring timeline with candidates:

- Set clear expectations about when they can expect feedback.
- Keep communication open and transparent throughout the process.
- If delays happen, update candidates so they stay engaged.

What does it mean to be an *Employer of Choice?*

Becoming an Employer of Choice goes beyond simply offering competitive salaries and benefits. It involves creating a workplace culture and environment that attracts, engages, and retains top talent. Creating an appealing work environment includes:

- **Positive Workplace Culture:** Cultivate a positive and inclusive workplace culture where employees feel valued, respected, and supported. Encourage open communication, collaboration, and diversity, fostering a sense of belonging among team members.
- **Employee Development:** Invest in employee development and growth opportunities to empower your workforce and help them reach their full potential. Offer training programs, mentorship opportunities, and career advancement pathways to support ongoing learning and development.
- **Work-Life Integration:** Promote work-life integration by offering flexible scheduling options, remote work opportunities, and paid time off policies. Prioritize employee well-being and mental health, recognizing the importance of maintaining a healthy balance between work and personal life.
- **Recognition and Rewards:** Recognize and reward employees for their contributions and achievements, whether through formal recognition programs, bonuses, or promotions. Show appreciation for their hard work and dedication, reinforcing a culture of respect and gratitude.
- **Transparent Communication:** Foster transparent communication at all levels of the organization, keeping employees informed about company goals, decisions, and changes. Encourage feedback and input from employees, listening to their concerns and ideas and addressing them in a timely and respectful manner.

Creating Your Job Posting

So, you've identified a gap in your workforce. This section will walk you through crafting a compelling job description and where to post it to attract qualified candidates.

What to Include

- **Clear Job Title and Department:** Clearly state the title of the position and the department it belongs to. This helps candidates understand where they will fit within the organization.
- **Summary of Responsibilities and Duties:** Provide a concise overview of the primary responsibilities and duties associated with the role. Highlight key tasks to give candidates an understanding of what the job entails.
- **Qualifications and Requirements:** Outline the qualifications, skills, and experience required. This may include education level, certifications, years of experience, technical skills, and soft skills.
- **Company Culture and Values:** Briefly describe your company's culture, values, and mission. Candidates want to know what it's like to work for your organization and whether they align with it.
- **Benefits and Perks:** Highlight any benefits, perks, or incentives offered to employees, such as health insurance, retirement plans, flexible scheduling, professional development opportunities, and employee discounts.
- **Application Instructions:** Clearly specify how candidates should apply for the position, including any required documents (resume, cover letter, portfolio) and the deadline for submission.

Sample Job Post:

[Summary of Responsibilities and Duties]:

- 1.
- 2.
- 3.

[Qualifications and Requirements]:

- Education:
- Experience:
- Skills:
- Certifications:

[Company Culture and Values]:

[Benefits and Perks]:

[Application Instructions]:

Identifying and Highlighting Key Skills

Identifying and highlighting key skills is crucial to attracting the right candidates and ensuring the hiring process is efficient. Here's how to approach this:

- **Prioritize core competencies:** Consider what technical, soft, and industry-specific skills are required for the role. Differentiate between "must-have" and "nice-to-have" skills.
- **Be specific with skill sets:** Instead of generic terms like "strong communication skills," specify exactly what those skills look like in the role (e.g., "Ability to lead team meetings" or "Proven experience in client presentations").
- **Hard versus soft skills:** While hard skills (technical knowledge) are often easier to identify, soft skills (e.g., teamwork, emotional intelligence, leadership) are just as important. Ensure you highlight these with the role and company culture.

Employer Branding: How to showcase your workplace culture and values

As an employer, you want to position your company as a top choice for candidates by showcasing your workplace culture and values in job postings and through social media. Candidates who are looking to work for you will review not only your job posting but how you represent yourself online and in person.

- **In Your Job Posting:**
 - Identify core values (e.g. integrity, innovation, collaboration, inclusivity, or sustainability).
 - Define the environment you've built so candidates know what to expect. Is it collaborative? Creative? Flexible? High-energy?
- **Create a dedicated "Careers" page on your website:**
 - This page should reflect your company culture and values, with visuals, employee quotes, and videos.
 - Provide information on what makes your workplace unique, such as flexible work options, team-building, diversity and inclusion initiatives, or benefits.
- **Engage on Social Media**
 - Post photos and videos of day-to-day life at the office or remote work setups. Show your employees engaging in team activities, charity events, celebrations, or even casual moments.
 - Share content about company events, or volunteer days that highlight your values in action.

By implementing these strategies, you can build an authentic employer brand that clearly showcases your workplace culture and values.

Where to Post

Once you've crafted your job description, it's time to promote your job opening to attract qualified candidates. Consider the following strategies:

01

JobsInHuron.ca

Did you know that Huron County has a job board powered by Employment Services Grey Bruce Huron Perth that scrapes over 50+ local and national databases hourly to compile all postings in the county in one place?

Post your job openings on online job sites such as Indeed, LinkedIn, Glassdoor, and ZipRecruiter, and it will automatically populate on JobsInHuron.ca!

Email economicdevelopment@huroncounty.ca for support in getting your job posted.

02

Community Postings

Place physical copies of your job posting in high-traffic areas such as a storefront windows, community bulletin boards, libraries, coffee shops, and grocery stores. You can also connect with your local employment centre to have your posting shared on their job boards.

03

Social Media

Share your job posting on your company's social media channels, as well as relevant industry groups and forums. Encourage employees to share the posting with their networks.

04

Networking

Leverage your professional network and connections within the local community to spread the word about your job opening. Attend networking events, career fairs, and industry conferences to connect with potential candidates.

Interviewing Candidates

Interviews are a crucial part of the hiring process. They enable you to determine if a candidate's skills, experience, and personality are a fit for the role, and if the role is the right fit for the applicant!

Screening Resumes

The first step in preparing to interview applicants is screening resumes. We have outlined our top tips in screening resumes to find candidates that are the right fit for the role you've posted:

Define Criteria:

- Before diving into resumes, review the ESSENTIAL qualifications, skills, and experience required for the role (from your job posting).

TIP

Create a checklist or scoring system to objectively assess each resume.

Look for Relevant Experience (and Transferable Skills):

- Focus on candidates who possess direct experience relevant to the position or skillsets/experience that are transferable to the role.

TIP

Pay attention to the depth of their experience in key areas.

Assess Skills and Achievements:

- Highlighted accomplishments and specific skills listed on resumes can indicate a candidate's potential value.

TIP

Remember that skills can be transferable to different positions and industries! While they might not have direct experience in your industry, they could be quick learners or have combined education and experience that could translate.

Look for quantifiable achievements that demonstrate tangible results (how effectively or efficiently have they worked?)

Consistency isn't Always Essential:

- While it's common to scrutinize gaps or inconsistencies in employment history, be conscious this isn't an unconscious bias rearing its ugly head (e.g. not everyone has the opportunity to attend post-secondary, or the ability to pay for childcare to attend work, etc.)

Yellow Flags and Green Flags (*simplified for the purpose of this guide, but read into each carefully*)

YELLOW FLAGS

- Discrepancies in dates or job titles when compared to references or LinkedIn profiles.
- Lack of relevant experience or qualifications.
- Vague descriptions/bullet points that don't actually explain what they did in a previous role.
- Spelling and grammatical errors on a resume - not proofread.
- Generic resumes lacking customization for the specific job or industry (cookie cutter).

TIP

Yellow flags don't necessarily mean an applicant should be dismissed from consideration, especially if there is a shortage of qualified candidates. Rather, consider proceeding with caution and addressing concerns directly by asking the candidate clarifying questions.

GREEN FLAGS

- Tailored resumes that demonstrate a clear understanding of the job requirements.
- Relevant certifications or additional qualifications.
- Involvement in industry-related associations or projects.
- Ability to provide information in an easy-to-read format, showcasing they are a well-rounded candidate.

Conducting Interviews

BEFORE THE INTERVIEW

When preparing for interviews, it's essential to first determine the type of interview to offer, which may include a telephone prescreen interview, a direct one-on-one interview (whether virtual or in-person), or a panel interview. Structured questions should be developed beforehand to assess the candidate's skills, experience, and fit, ensuring that every candidate is asked the same questions.

Creating a comfortable environment for the interview is crucial; this involves welcoming candidates warmly, offering refreshments, and ensuring the interview space is quiet, well-lit, and free from distractions.

AFTER THE INTERVIEW

Following up is important; taking notes during the interview for later reference and providing prompt feedback and next steps to candidates, ideally within a week of their interview, whether or not they received the role, is courteous and professional.

DURING THE INTERVIEW

During the interview, active listening is key, paying close attention to the candidate's responses, body language, and communication style. Encouraging candidates to elaborate on their answers and providing examples allows for a deeper understanding.

Assessing fit involves evaluating whether the candidate's values, work ethic, and personality align with the workplace and the team. Providing insights into the workplace, team dynamics, and growth opportunities helps candidates gain a better understanding of the role and company.

Common Questions to Ask Candidates

- 1. What attracted you to apply for this position?**
Look for an answer that showcases their passion and drive to work in your industry, or if they have just applied blindly to the role.
- 2. What skills and strengths can you bring to this role?**
Provides the candidate a chance to explain and align their strengths with the position.
- 3. Can you talk about a critical work situation that you resolved?**
Helps you get a sense of their thinking and analytical skills; did they struggle through, or come up with an action plan and see it through?
- 4. How would your colleagues describe you?**
This can help shed light on the candidate's soft skills and how they might work with the other members of the team.
- 5. To date, what is a professional achievement that you are most proud of?**
Asking the candidate what they're most proud of - whether it's an award, a certification, or a big project that went exceptionally well - will give you a better sense of where their strengths lie and what they believe matters.
- 6. What motivates you to work?**
For companies that want to have the best work environment, employees must be emotionally invested in coming to work; explore what motivates candidates to keep working in a role.
- 7. What are your weaknesses/some weak points that you are working on?**
We all have weaknesses in our character or qualifications; look for a response that explains a weak point, and how they're working to improve it.
- 8. What's the most interesting project you've worked on in a past position?**
Ask this question to determine if the applicant would enjoy the work available at your company. Do the types of tasks they find fulfilling align with the job description for your position? Making sure employees find their work satisfying is one of the most important factors in retention.
- 9. What would your first 30, 60, or 90 days look like in this role?**
Provides insights into their preparedness, strategic thinking, alignment with organizational goals, problem-solving skills, and communication abilities.
- 10. Do you have any questions for me?**
Provides the candidate a chance to follow up on any talking points from the interview, and dig into topics that you haven't covered in enough detail or that they would like to learn more about.

Conducting Reference Checks

Checking references is a critical step in the hiring process to validate a candidate's qualifications and suitability for the role.

Before you Start:

- Ask the candidate if there are specific people they'd like you to contact (e.g., former supervisors, colleagues) and be transparent about the process. Reach out to a mix of references, such as former managers, colleagues, and direct reports. This will give you a better understanding of how the candidate operates at different levels.
- Before contacting references, make sure the candidate has given explicit consent to do so.
- Familiarize yourself with the candidate's resume, job application, and interview notes.
- Prepare open-ended questions to gain deeper insights. Focus on their performance, strengths, weaknesses, and how they align with your company culture and role.
 - Can you describe the candidate's role and responsibilities during their time working with you?
 - What would you say are their strongest skills and areas for improvement?
 - Was the candidate reliable in meeting their commitments?
 - How well did the candidate work with others on the team?
 - How did the candidate handle conflict or disagreements with colleagues or supervisors?
 - How did the candidate respond to feedback or coaching?
 - Would you rehire this person? Why or why not?

During the Check:

- Stick to factual, job-related questions and avoid biases, personal opinions, or leading questions.
- Take notes during the call or immediately afterward to ensure accuracy.
- Don't rely on just one reference. Contact at least two or three references to get a well-rounded view of the candidate's work history and performance.
- Keep the conversation focused and respectful of the reference's time. Aim for a 15-20 minute call, and be mindful of their schedule. Always thank the references for their time and valuable insights.

After the Check:

- After completing the reference checks, review the information you've gathered alongside the candidate's qualifications, interviews, and overall fit for the role.

Integrating thorough reference checks into the hiring process helps mitigate risks and ensures informed decision-making when selecting the best candidate for the role.

TIP

Be mindful of any potential biases and strive to gather a well-rounded understanding of the candidate's capabilities.

Making an Offer

Making an offer to a successful candidate involves several key steps to ensure clarity and professionalism. This section outlines what to communicate with your successful candidate, as well as a Sample Offer Letter and Employee Contract Template!

Non-Monetary Perks

Non-monetary perks play a key role in creating an attractive overall compensation package that can help you stand out as an employer of choice.

- **Remote work options:** Allow employees to work from home or provide hybrid work arrangements.
- **Flexible hours:** Give employees control over their schedules, with the option to adjust start and end times.
- **Paid time off (PTO):** Offer generous vacation, sick leave, personal days, and/or mental health days to ensure employees take time to recharge.
- **Professional Development Opportunities**
 - Provide access to online courses, seminars, certifications, or industry conferences to support continuous learning.
- **Health and Wellness Programs**
 - Provide gym memberships, fitness classes, or access to health and wellness apps.
 - Provide access to resources such as Employee Assistance Programs (EAPs) or counseling.
- **Discounts on products/services:** Access to discounts on your company's products or services, or collaborations with other companies to offer broader employee discounts.
- **Free or subsidized transportation:** Offer commuting benefits like transit passes or provide on-site parking options.

Determining a Competitive Salary Range

- **Research Industry Standards:** Use online salary research tools (e.g., Glassdoor, Payscale, LinkedIn Salary) to check what similar roles in your industry and geographic area typically pay.
- **Factor in Experience and Expertise:** Base your salary on the candidate's experience, skillset, and qualifications.
- **Account for Job Location:** Salary expectations can vary depending on the cost of living in different locations.
- **Consider the Size of Your Business:** Smaller businesses might offer slightly lower base salaries, but they can make up for it with non-monetary perks, and greater job autonomy. Larger organizations may be able to offer higher salaries but also need to focus on providing a positive culture and employee experience.
- **Evaluate Internal Equity:** Make sure that the salary range for the position is consistent with what other employees in similar roles are earning within your company.
- **Be Transparent About Salary Ranges:** If possible, provide a salary range in the job posting so candidates have realistic expectations. This can help filter out candidates who are expecting a much higher or lower salary than you're willing to offer.

Contacting Your Candidate

Once you have selected a successful candidate, it's important to convey enthusiasm and appreciation for the candidate's skills and fit for the role. This can be done through a personalized message or phone call from the hiring manager or recruiter.

Clearly outline the details of the offer, including:

- The position title
- The start date
- Salary and benefit information
- Any other relevant information

Provide a timeline for the candidate to review the offer and make a decision, ensuring they have ample time to consider the opportunity. Be prepared to address any questions or concerns the candidate may have and be flexible in negotiating terms if necessary!

What To Include

Once the candidate accepts the offer, promptly send a formal offer letter or contract outlining the agreed-upon terms. Throughout the process, maintain open communication with the candidate to foster a positive and transparent experience.

Sample Templates:

On the following pages you will find sample templates to serve as a starting point for your recruitment needs. These templates can act as a foundation for crafting your own documents. Feel free to modify and customize these tools to fit your specific requirements.

Month, Day, Year of Offer

Dear Candidate's First Name:

On behalf of Business Name, I am pleased to offer you the Permanent/Casual, Full-Time/Part-Time, Name of Position position commencing on Month, Day, Year of Anticipated Start Date. This position reports to Manager's Name, Manager's Title, and you will be working at Business Address.

Your rate of pay will be \$XX.XX per hour and your regular hours of work will be XX hours per week, Monday to Friday, Start Time - Finish Time.

Insert pay cycle information e.g. The pay cycle is every 2 weeks and direct deposits happen on Thursdays.

Business Name contributes to all benefits required by law; Employment Insurance, Canada Pension Plan, sick days, and vacation standards. *Insert any additional benefits provided*

Per our Employment Handbook, each year on Hire Date, your anniversary date, an annual salary adjustment or cost of living increase may or may not be made, depending on the employee's performance evaluation and the business's performance.

The probationary period for this position will be three (3) months from the date of hire and will conclude on or about Month, Day, Year of 3 Month Period End. We will be in a position to confirm continued employment upon successful completion of the probationary period or employment may end sooner if the job standards are not being satisfactorily met.

You are being provided with two (2) weeks' vacation with pay. For the year Current Year, it is prorated from your date of hire to December 31, Current Year. In your 5th anniversary year (Year), you will be entitled to three (3) weeks' vacation, as per Business Name's Employee Handbook.

Business Name is an equal opportunity employer and every effort will be made to provide accommodation to employees with disabilities during the duration of their employment. Employees need to make their accommodation needs known in advance.

Please sign this letter and return it to me by Month, Day, Year of Last Day to Accept.

If you have any questions, please do not hesitate to contact me via e-mail. We would like to welcome you to Business Name and wish you every success in this position.

Yours truly,

Owner's Name, Owner's Title

I understand and accept the preceding terms and conditions of employment.

Date (dd/mm/yyyy): _____ Signature: _____

PARTIES:

Business Name

ADDRESS: **Street Address**

CONTACT: **First Name Last Name**

EMAIL: **Email**

PHONE NO.: **Phone Number**

("Business Name")

AND

First Name Last Name

ADDRESS: **Street Address**

CONTACT: **First Name Last Name**

EMAIL: **Email**

PHONE NO.: **Phone Number**

("Employee")

Business Name wishes to employ the Employee on the terms and conditions set out in this Contract and the Employee wishes to be so employed. For mutual consideration, the receipt and sufficiency of which is acknowledged, the Parties agree to the terms set out below.

Dear **First Name**:

We are pleased to extend our offer of employment for the position of **Position Title**.

TERM

This Contract shall become effective on the Effective Date below and shall unless otherwise terminated per the provisions hereof, continue in effect for an indefinite term of years.

EFFECTIVE DATE

The effective date is **month, day, year**.

PROBATIONARY PERIOD

Your employment is subject to a probationary period of 3 months beginning on your initial start date of **month, day, year**.

POSITION

You shall be employed by **Business Name** as a **Position Title**. You will be provided a job description in addition to this contract.

REMUNERATION

You will be working and paid for the hours you work during a two-week period. Your schedule will be created by **Business Name**.

HOURLY: Your hourly rate is \$XX.XX. We will calculate and deduct statutory deductions for you at source. You will be paid **bi-weekly/monthly/weekly** by **direct deposit/cheque** to the financial institution of your choice.

OR

SALARY: Your gross annual salary will be \$XX,XXX.XX. We will calculate and deduct statutory deductions for you at source. You will be paid **bi-weekly/monthly/weekly** by **direct deposit/cheque** to the financial institution of your choice.

Staff salary levels shall be reviewed periodically to ensure that they properly reflect the responsibilities of the position and are comparable to the industry average, subject always to **Business Name's** budgetary restraints.

BENEFITS

Business Name contributes to all benefits required by law; Employment Insurance, Canada Pension Plan, sick days, and vacation standards. ***Insert any additional benefits provided***

Sick Days

Employees are entitled to up to three (3) full days of job-protected unpaid sick leave every calendar year as per the Ontario Employment Standards Act (ESA), whether they are employed on a full or part-time basis.

Vacation

You will accrue vacation and vacation pay following the Ontario Employment Standards Act. Your vacation eligibility is based on the calendar year/a recurring 12-month period beginning on the date of hire.

- 1 year to less than 5 years of employment, 2 weeks of vacation, 4% vacation pay
- More than 5 years of employment, 3 weeks of vacation, 6% vacation pay

More information can be found in **Business Name's** Employee Policy Handbook.

CONFIDENTIALITY

While under our employment and after the termination of this agreement, you will not disclose the private and confidential affairs of **Business Name** and will not use for your purposes or for those of any other person any information that you acquire about the business and affairs of **Business Name** or its management and methods of operations.

TERMINATION

Your employment with **Business Name** may be terminated with cause, without cause, or by your own written notice. All of the terminations outlined in **Business Name's** Employee Policy Handbook will be completed following the Ontario Employment Standards Act.

ACCEPTANCE

This Contract constitutes the full agreement between the Parties and supersedes any prior negotiation, understanding, or Contract between the Parties, whether oral or written, on the matters contained in this Contract.

To be an official employee of **Business Name** it is required of you to sign and understand both this Employment Contract and the **Business Name** Employee Policy Handbook.

If you are prepared to accept employment with **Business Name** per the terms and conditions outlined above, please sign one copy of this letter and the Employee Policy Handbook and return it to me. Please keep an extra copy for your files.

First Name, we are delighted to have you join **Business Name** and look forward to your acceptance of this offer. We are confident that your knowledge, skills, and experience will be valuable assets, and that this experience will be both rewarding and beneficial to you.

Please feel free to call us if you have any questions or concerns.

Yours truly,

Owner Name
Owner Title, Business Name

I hereby understand and agree to the terms outlined in this Employment Contract.

(Print Staff Name)

(Signature of Staff)

Dated this _____ day of _____, 2_____

Onboarding Your New Hire

The onboarding process plays a critical role in setting new hires up for success and integrating them into your organization seamlessly. Here's how to ensure a smooth and effective onboarding experience:

Orientation Materials

WELCOME PACKAGE

Provide new hires with a welcome packet containing essential information about the company, including its history, mission, values, and organizational structure.

EMPLOYEE HANDBOOK

Distribute an employee handbook that outlines company policies, procedures, and expectations, covering areas such as code of conduct, workplace safety, benefits, and performance management.

TRAINING MATERIALS

Develop training materials or resources to help new hires learn about their role, department-specific processes, and any relevant tools or technologies they'll be using.

Role History for Success

ROLE OVERVIEW

Provide a detailed overview of the new hire's role, including key responsibilities, goals, and performance metrics.

TRAINING AND DEVELOPMENT

Identify opportunities for training and professional development to help new hires enhance their skills and capabilities in their role.

MENTORSHIP

Pair new hires with a mentor or buddy within the organization who can provide guidance, support, and feedback as they acclimate to their new role.

By implementing these strategies and utilizing the provided resources, you can ensure a successful onboarding experience that sets new hires up for long-term success within your organization.

Onboarding Checklist

Use a comprehensive onboarding checklist to ensure all essential steps are completed to set new hires up for success. This checklist may include:

- Completing required paperwork (e.g., tax forms, benefits enrollment)
- Setting up technology and access to necessary systems
- Introducing new hires to key team members and stakeholders
- Scheduling training sessions or orientation meetings
- Reviewing company policies and procedures
- Establishing goals and expectations for the first few weeks

Day One Schedule

Provide new hires with a structured schedule for their first day to ease any uncertainty and ensure a smooth transition. Consider including:

- Welcome meeting with HR to review paperwork and logistics
- Introduction to team members and key stakeholders
- Tour of the workplace and facilities
- Training sessions or orientation meetings
- Overview of the new hire's role and responsibilities

Importance of a Work Plan

Emphasize the importance of creating a work plan to clarify goals, priorities, and performance expectations from day one. A work plan should include:

- Specific objectives and deliverables for the first 30, 60, and 90 days
- Key milestones and deadlines
- Resources and support available to help achieve goals
- Regular check-ins with supervisors or mentors to assess progress and provide feedback

ONBOARDING CHECKLIST

Checklist Item	Manager Initial	Employee Initial	Date Completed
Forms and Documents (To be completed before the employee's first day with the assistance of management)			
Direct Deposit Form			
Personal Tax Form(s)			
Job Description			
Employment Contract / Offer Letter			
Communications (To be completed by management before the employee's first day)			
Welcome Message!			
First-Day Expectations (attire, parking, who to meet with, lunch details, etc.)			
Agenda of their First Day and Week			
Schedule bi-weekly or monthly 1:1 meetings throughout the first 3 months			
Workstation Set Up (To be completed by management before the employee's first day)			
Main Working Area			
Computer/Email Login and Set-Up			
Resources Available			
Waste Disposal			
Keys/Company ID			
Business Cards			
Phone Set-Up			

Checklist Item	Manager Initial	Employee Initial	Date Completed
Introduction to Company (To be completed with management in the employee’s first week)			
Organization Chart			
Company Directory			
Map of Facility			
Personal Introductions/Meetings with employees who will have direct contact			
Values/Mission/Vision			
Health and Safety (To be completed with management in the employee’s first week)			
Location of Occupational Health and Safety Act			
Health and Safety Awareness Training (E-Learning)			
Occupational Health and Safety Policies			
Discrimination, Violence, and Harassment Policies			
Emergency Procedures			
First Aid Location			
Site Tour (To be completed with management in the employee’s first week)			
Parking			
Restrooms			
Lunch Room			
Emergency Exits			
Vending Machines/Cafeteria			
Conference/Meeting Rooms			
Outdoor Areas			
Best Entrances/Exits to Use			

The First 30 Days of Employment

The first 30 days of employment are crucial for new hires to acclimate to their role, team, and organizational culture. Here's how to structure this period to facilitate a smooth transition and set the foundation for long-term success:

Training and Onboarding

Provide comprehensive training and onboarding support to help new hires quickly get up to speed and feel confident in their role. Consider the following strategies:

- **Role-specific Training:** Offer training sessions or resources to familiarize new hires with their role responsibilities, tasks, and expectations
- **Systems and Processes:** Provide training on any relevant systems, tools, or processes new hires will be using in their daily work
- **Shadowing Opportunities:** Arrange shadowing opportunities with experienced team members to observe workflows, best practices, and team dynamics

Structuring Check-Ins

Establish a framework for regular check-ins throughout the first 30 days to assess progress, address questions or concerns, and provide support. Consider the following schedule:

- **Weekly Check-ins:** Schedule weekly one-on-one meetings between new hires and their supervisors to discuss progress, provide feedback, and address any challenges
- **Bi-weekly Team Meetings:** Encourage new hires to participate in team meetings or stand-ups to foster collaboration, communication, and integration within the team

Probationary Period Check-Ins

Conduct check-ins during the probationary period, typically the first 90 days of employment, to evaluate performance, provide feedback, and ensure alignment with organizational expectations. Consider the following:

- **Mid-point Review:** Conduct a mid-point review at the 60-day mark to assess progress, identify areas for improvement, and provide additional support or resources as needed
- **Goal Setting:** Collaborate with new hires to set specific goals and objectives for the remainder of the probationary period, aligning with departmental and organizational priorities

Performance Reviews

Conducting a performance review at 30 days helps new hires understand expectations, receive early feedback, and establish a foundation for future evaluations.

Begin with a structured feedback session to discuss strengths, areas for improvement, and development goals. Establish clear performance metrics to track progress and measure success during the probationary period.

Conducting a Performance Review:

- **Prepare in Advance:** Review the employee's work, goals, and any previous feedback to ensure a productive discussion.
- **Use a Structured Format:** Follow a consistent template covering strengths, areas for improvement, and future goals.
- **Encourage Open Dialogue:** Create a comfortable environment where employees feel safe sharing their thoughts.
- **Provide Specific Examples:** Use real examples of accomplishments or challenges to support your feedback.
- **Document the Review:** Keep records of discussions, agreements, and goals to track progress over time.

Ensuring Quality Employee Feedback:

- **Ask Open-Ended Questions:** Encourage employees to share insights on their role, team, and company culture.
- **Check-in Regularly:** Don't wait for annual reviews; conduct frequent one-on-one meetings.
- **Act on Feedback:** Show employees their input is valued by making improvements where possible.
- **Foster a Feedback Culture:** Encourage ongoing feedback at all levels, not just during formal reviews

Beyond the first month, implement ongoing performance reviews to support growth, align expectations, and ensure employees continue contributing effectively to your organization's success. Regular feedback fosters engagement and long-term retention.

By structuring the first 30 days effectively and providing ongoing support and feedback, you can help new hires integrate smoothly into their role and contribute meaningfully to your organization's success.

Training and Retention

Building a strong workforce begins with effective, ongoing training that supports employee growth and engagement. This section covers how to structure training programs, implement retention strategies for long-term success, attract specialized talent, and use exit interviews to gather insights to enhance your business practices.

Structuring Ongoing Training Programs

Ongoing training ensures that your team continues to grow, adapt to industry changes, and perform at their best.

- Regularly evaluate your team's skill gaps and identify areas where additional training would benefit both employees and the business.
- Types of Training:
 - **Technical Training:** Keep up with industry-specific tools, software, and skills.
 - **Soft Skills:** Offer workshops on leadership, communication, and teamwork.
 - **Leadership Development:** Foster future leaders by offering training in management, conflict resolution, and decision-making.
 - **Compliance Training:** Make sure your team stays up to date on industry regulations or legal requirements.
- **Learning Styles:** Use a variety of methods (e-learning, in-person workshops, mentorship, self-paced modules) to cater to different learning styles.

Retention Strategies for Long-Term Success

Retention is key to sustaining a happy, productive workforce. A well-retained team reduces turnover costs and builds company knowledge.

- **Ensure your pay scales are competitive**, and offer a strong benefits package that includes healthcare, retirement plans, and other perks (flexible working, wellness programs, etc.).
- **Respect employees' time outside of work.** Flexibility (remote work, flexible hours) contributes to a better balance and overall job satisfaction.
- **Offer clear career paths and opportunities for internal promotion.** Employees are more likely to stay if they feel they have room to grow.
- **Acknowledge hard work regularly** through informal praise, formal recognition programs, and incentives (bonuses, extra vacation days).
- **Regularly ask for employee feedback**, conduct surveys, and actively address concerns. A culture of openness builds trust and keeps employees engaged. Regularly check in with employees through one-on-one meetings.

Hiring Specialized Talent

Hiring Foreign Workers

Hiring foreign workers can bring diverse perspectives and unique expertise to your business.

- Before hiring foreign workers, familiarize yourself with visa types and eligibility for work permits based on your location and the candidate's country of origin. The type of visa will depend on the job, skill level, and country of origin.
- It's always a good idea to consult with a lawyer or HR specialist to ensure compliance with all regulations.

Related Links:

- <https://www.canada.ca/en/employment-social-development.html>

Apprentices, Co-op Students, and Interns

These individuals provide a valuable pipeline of future talent, often bringing fresh ideas and energy to the workplace.

- Develop clear apprenticeship, co-op, or internship programs with defined goals, mentorship, and learning objectives.
- Ensure the students or apprentices are involved in meaningful work that enhances their skills and contributes to your business. Avoid tasks that only serve as "busy work."
- Consider offering full-time roles to high-performing apprentices or interns after the program ends. It's often easier to retain the talent you've already invested in.
- Partner with post-secondary institutions to build a pipeline for these programs.

Best Practices for Meaningful Experiences

Creating meaningful experiences ensures that all employees, from apprentices to full-time hires, feel valued and engaged.

- Help employees understand where they can go within the company. Regularly update career growth paths based on their evolving goals.
- Give employees autonomy and the ability to make decisions. Empowerment fosters ownership and accountability.
- Encourage diversity of thought and ensure that all employees feel they are respected and heard.
- Conduct regular check-ins to gauge how employees are feeling about their work.

Exit Interviews for Continuous Improvement

Exit interviews provide valuable feedback on the employee experience and highlight areas for improvement in your business practices.

- Exit interviews should be conducted in a confidential and non-confrontational way, ensuring the employee feels comfortable sharing their experiences.
- Ask valuable questions:
 - What prompted your decision to leave, and was there anything we could have done to retain you?
 - What aspects of your job and our workplace did you enjoy the most, and what areas could be improved?
 - Did you feel supported in your role (training, resources, management), and how could we better support employees?
 - Would you recommend this company as a great place to work? Why or why not?
 - What advice would you give to your replacement or leadership for future improvements?

Use the feedback to make adjustments to your retention strategies, workplace culture, and hiring practices.

Leveraging Community and Government Resources

There are a variety of community and government programs aimed at helping businesses access resources, funding, and support. These programs can benefit businesses by attracting talent, offering professional development, and receiving financial support.

Huron Business Centre



The Huron Business Centre provides support to local entrepreneurs in all stages of business. They provide:

- Complimentary one-on-one business advisory services with experienced local advisors.
- Connection to additional tools and resources needed to start or expand your business.
- The opportunity to participate in other local programs, including the Starter Company Plus program.
- Business training workshops and events to inspire, educate, and connect business owners within the local community.

To learn more or to book a 1:1 consultation, please contact the Huron Business Centre today at smallbusiness@huroncounty.ca.

Local Chamber of Commerce

As a member of your local Chamber of Commerce, you have access to HR Covered, Canada's largest Canadian-owned HR provider, which offers exclusive HR resources and support at no additional cost to members.

Key Benefits:

- Unlimited access to HR documents
- Webinars on key HR topics
- Customized policy manual
- HR and Occupational Health and Safety support
- Exclusive resources and HR updates
- Free 30-minute HR health check

This partnership provides valuable tools to help businesses stay compliant and manage HR effectively.

Employment Services - Agilec



With their services, you will gain access to the resources, expertise, and support you need to build and maintain a strong workforce.

- Employment Ontario
- Job Board
- Online Resource Centre

They serve various areas within Huron County including Clinton, Exeter, Seaforth, and Wingham.

Hiring Incentives and Grants

Various funding programs are available to help businesses with hiring, training, and wage subsidies. These programs can support growth, reduce costs, and provide opportunities to bring new talent into your workforce.

To learn more about available funding and how your business can benefit, you can connect with **Agilec**, your local employment service. Their team can guide you through the options and application process to help you access the right support.

You can also use the **Business Benefit Finder** with the Government of Canada. In a few minutes, you can get a tailored list of government programs and funding opportunities for your business.

Canada Summer Jobs is a great example of a funding program that helps businesses hire youth (between the ages of 15 and 30) for summer employment. This program provides funding to employers to hire students for temporary jobs that offer meaningful work experience. Learn more by applying through the Job Bank's website (www.jobbank.gc.ca).

Best Practices for Leveraging Regional Resources

- Reach out to local economic development offices to learn about region-specific resources.
- Apply for funding and support based on your location and the industry you're in.
- Some regional opportunities may involve collaborative programs where businesses can partner on projects or share resources.

Related Links:

Agilec:
<https://agilec.ca/>

Business Benefit Finder (Government of Canada):
https://innovation.ised-isde.canada.ca/s/?language=en_CA

Canada Summer Jobs:
<https://www.jobbank.gc.ca/home>

Huron Business Centre:
<https://www.huroncounty.ca/economic-development/huron-business-centre/>

Huron Chamber of Commerce:
<https://huronchamber.ca/>

South Huron Chamber of Commerce:
<https://shcc.on.ca/>

Get in touch

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Huron Business Centre

County of Huron | Economic Development

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www.huroncounty.ca/economic-development

Employment Services Grey Bruce Huron Perth

integratedemploymentservices@brucecounty.on.ca

www.employmentbghs.ca

