



AFOA CANADA

Building a Community of Professionals

FULL CYCLE RECRUITING

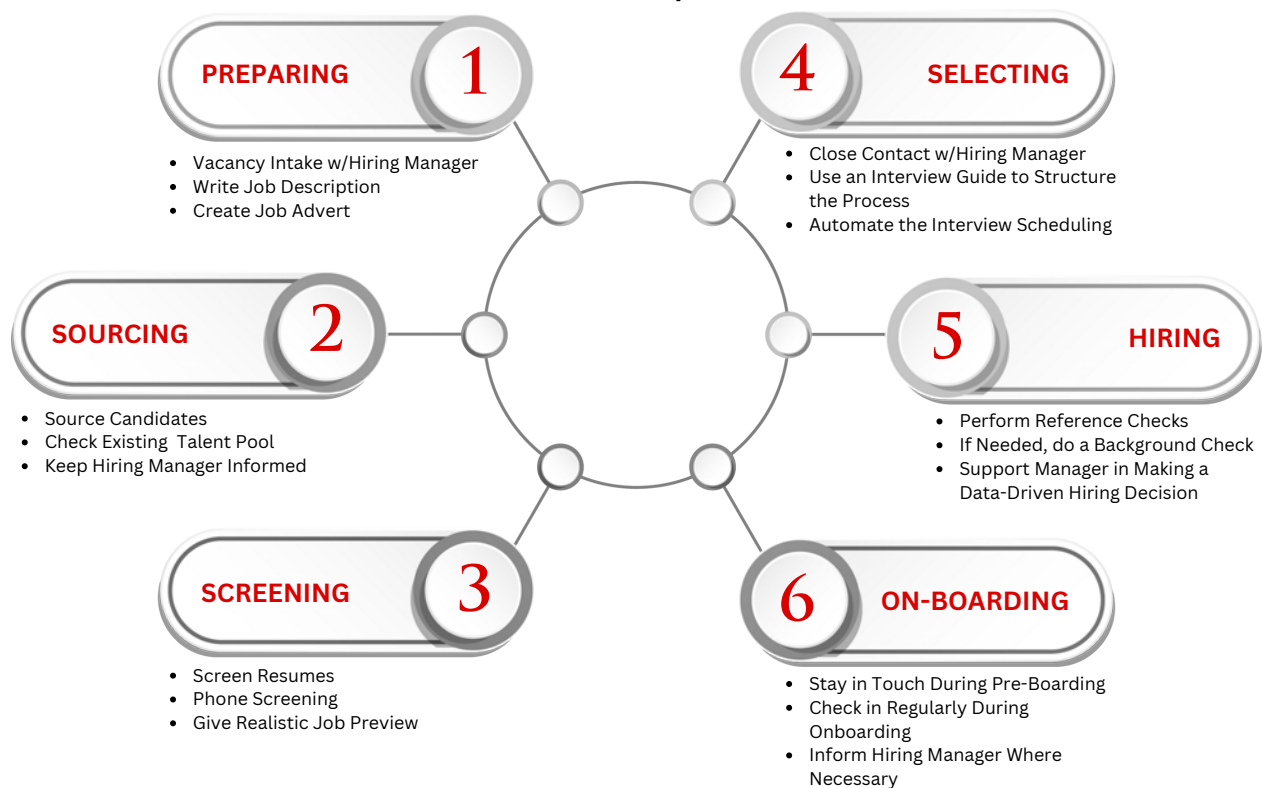
Special Considerations

AFOA.CA



The hiring process comprises several stages, from identifying the need for a role to the acceptance of a job offer by a candidate. It involves planning, attracting candidates, selecting candidates, and offering the job. This tool is designed to be used as a guide to consider how each stage of the recruitment cycle might be impacted or have special considerations to be made relating to reducing barriers and unconscious bias, whether that means considering the barriers that may limit your reach to applicants in remote areas, ensuring that you provide accessible interview options for those qualified applicants to fully participate in the process, or that you work out the “requirement” details at a very specific stage to avoid unconscious bias.

FULL CYCLE RECRUITING in 6 Steps



**Verlinden, Neelie. "Full Cycle Recruiting: All You Need to Know." AIHR, 23 Jan. 2024, www.aihr.com/blog/full-cycle-recruiting*

Let's first consider the full cycle of recruitment as a whole. Each of these stages is influenced by the last, and impacts the decisions made in the next. They are not conducted in isolation of the full cycle, and so recommendations or considerations that are identified herein should be considered holistically as they impact the entire process, and experience for potential applicants or candidates. The diagram above (Figure 1.) provides a highlight of each of the stages in the recruitment cycle. These are the process basics. The following will probe you to think more critically at each stage of the cycle to contemplate potential barriers, or special considerations.



PREPARING


This stage is all about the details. It's important to document and think critically about why the vacancy is available, whether it is still necessary for the organization or perhaps the workload could be more efficiently distributed to other existing positions. This is the stage when you determine the absolute minimum requirements for the job. Consider, does the position actually require a Bachelor's degree qualification, or do advanced college diploma programs provide graduates with the necessary skills and knowledge to complete the duties of the position. If the diploma is sufficient, be sure that is what you post as a minimum requirement, or you could be excluding qualified candidates unfairly and unnecessarily.

In this stage, you are drafting the posting to advertise the opportunity on job boards, college and university platforms, and professional associations. When you post, you need to declare the salary or range at which the position will be compensated. Many positions exist out of funding agreements, which may stipulate that a position be paid no more than XX amount. If that amount exceeds other similarly rated positions within your organization (ie the funding is for a coordinator, and you have two other coordinator positions currently filled at YY amount), consider posting the job for that YY amount to balance internal equity. Be sure to consider any compensation being offered above and beyond the base salary that could sway internal equity as well. In this stage, it is also important to identify how much Indigeneity will play a role in the decision-making when it comes to selecting a candidate. It is important to have the discussion before you have any candidates as the risk of discrimination is very difficult to mitigate at that point.

Finally, understand the current needs of the organization and your team to define what criteria need to be met from the interview stage (pending) to identify a good "fit".

SOURCING

The Canadian Human Rights Act (CHRA) governs employment practices and prohibits discrimination in the provision of employment and public services. The CHRA recognizes the unique status of Indigenous peoples and allows for Aboriginal employment preferences policy for affirmative action measures to address historical disadvantages. This can include giving preferential treatment through recruitment by opening competitions only to Indigenous persons when the fundamental purpose of the employer is to serve the needs of Indigenous people. The goal of the policy is to support economic self-sufficiency and self-government for Indigenous communities, while protecting Indigenous persons against discrimination. It limits preferential treatment to the necessities of the role, and to Indigenous persons without discrimination among Indigenous groups (First Nations, Inuit, Metis). Employers must balance these considerations while promoting equitable employment practices.



Use your personal and professional networks (community email partners, personal email connections), as well as LinkedIn, Facebook and other social media platforms. Reach out to other communities, share your postings through Indigenous Link, and other Indigenous job boards.

HERE ARE A FEW

- [Indigenous Careers](#)
- [Indigenous Peoples - Job Bank](#)
- [Indigenous Canada](#)
- [NationTalk](#)
- [Indigenous Link](#)
- [Native Jobs](#)
- [Careers - AFOA Canada](#)

SCREENING

The importance of identifying the absolute minimum requirements and understanding the bonafide occupational skills and knowledge required to perform a role is critical. Again, the timing of these decisions is just as important, recognizing that you need to know your needs before you start advertising the opportunity. You risk qualified applicants self-selecting out of the application because they don't meet the minimum criteria, even though they may have the skills and fundamental education to perform the role. What are the minimum educational and experiential qualifications?

Another reason you need to know these limits before you post the opportunity, is because of unconscious bias. If you wait to see what applications come your way, you risk screening perfectly qualified applicants out of the opportunity because of an unconscious bias you may have that is triggered by information in the resume. For example, this could be ageism. Maybe you notice they've been working an awfully long time, and question whether they are going to stick around to contribute to your organization's long-term goals. Perhaps it's a bias against people of a different nationality that influences you to make judgments based on the name you see on the page. Work with your team before posting anything to determine your MUST haves, your minimum requirements, and how much Indigeneity will play into your selection as well.

One more point is to consider whether the work the position performs can be completed remotely, or by a hybrid model, which will also eliminate unconscious bias about the geographic location of the applicants, as many people put their address, or town of residence on their resume. You need to know well in advance if you need the candidate to be located or be able to move to your location, or if they can perform this work from wherever they are physically located. Keep in mind that if they are performing this work outside of your province or territory, you may need to investigate how employment and tax laws will apply.



SELECTING

This is the interview process. Ensure you are offering opportunities for all your selected qualified candidates to participate fully without barriers or discriminatory practices, even if they are unintentional. Offer the opportunity to interview virtually for those who are in more remote locations, or where they may be remote with no reliable internet access, offer to supplement that with a phone conference in case the connection is not available. Be sure to offer accommodations if required to allow full participation in the recruitment process as well.

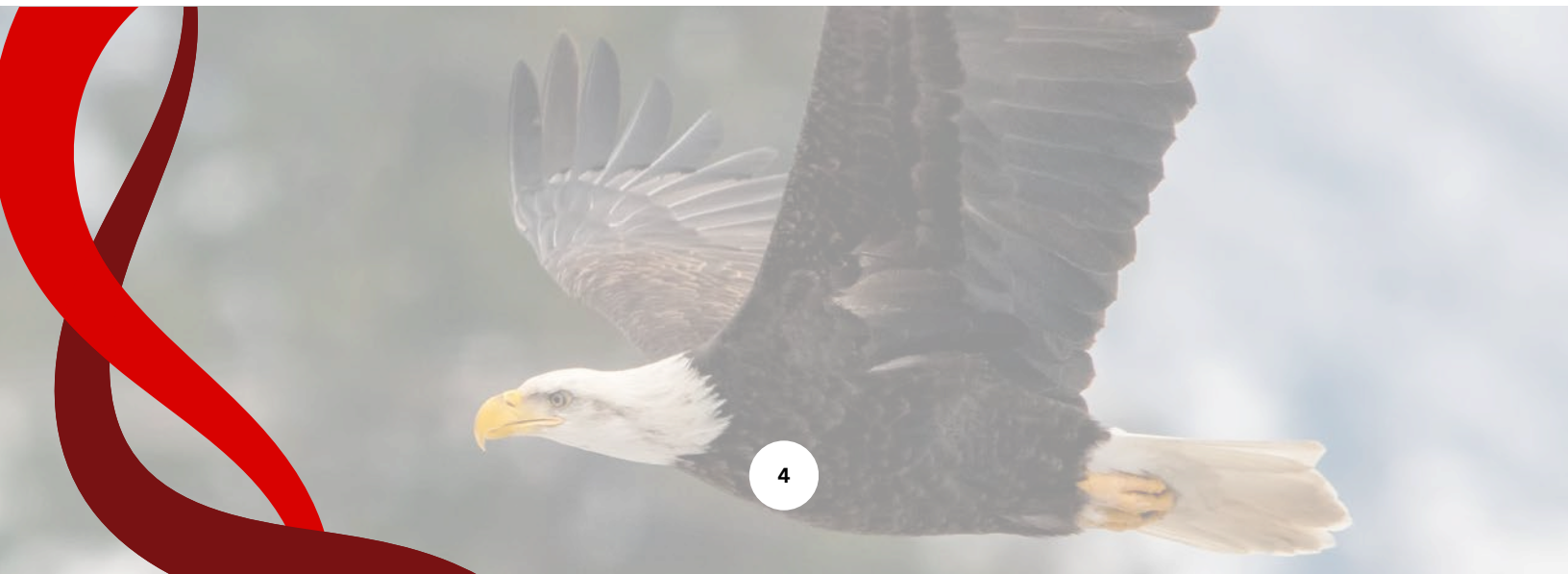
When a community member applies and they do not meet the minimum requirements of the job, some communities will opt to carry out the interview process as a valuable learning experience. If this is part of your community practice, ensure the applicant is aware that the interview is for experience only, and that they do not meet the minimum qualifications for the position.

The interview process tells you who meets the requirements of the position, but also the organization, and it's not always the "top" candidate. Be sure to have conversations with your hiring team or committee to define "fit" before you start the interviews.

HIRING

Understand the needs of your team or organization at the time of the hire—all of this should be identified at the Preparing stage, but now you're putting it into practice.

When performing checks, such as criminal reference checks or driver's license abstracts, be sure they are relevant to the position's duties and responsibilities to avoid any unintentional discrimination in your hiring process. Typically, it is best practice to call the candidate and make a verbal offer and follow that up with the written formalities. Any checks you need to perform, including employment reference checks, should be included as a condition of employment within the job offer, and be performed with the written consent of the candidate only after they have signed back the conditional offer.





ONBOARDING

Check-ins and standard online training and policy introduction are important factors in the onboarding process, but the real art of this practice is ensuring that the employee becomes engaged in the workplace culture, and that they feel connected to and aligned with the values, and goals of the organization and their work team. Onboarding is more than the process, it's the engagement and connection that will ultimately set the stage for the relationship the employee shares with their colleagues, supervisors, and the connectedness and belonging that they feel to the organization as a whole.

Employees need to feel connected to the team and the organization, and just as importantly, to their role. They need to understand how their role will contribute to the overall purpose and mission of the organization, and to feel that their work has value. Immersing the new employee in the workplace culture (something that should be done consistently over the first year, and not just over the first three days of exciting build-up by a welcoming committee), includes helping them to understand how their role and their work fits into the existing team and functional structures.

New employees also need to understand how their role will be evaluated and supported over their first year, and beyond. It's important to empower new employees to share observations and ideas, and authentically engage with the work and their team on a performance level. Meeting with your new employee after the first week or so to set some short-term and realistic goals for their first three months will help them to stay engaged and focused on their performance, during a time when they can feel overwhelmed by all of the new learning. Set them up for success with attainable wins along the way, and pair them with an informal (or formal) mentor, a peer on the team who can help them navigate the things that don't need to be escalated to their supervisor, but that they need to know nonetheless. Check in with them regularly, and be sure to touch base with them informally for a quick chat every week, whether it is a professional or personal connection.

For additional resources to help you develop comprehensive job descriptions and attract the job applicants that will best benefit your organization, use this link or visit

<https://www.jobbank.gc.ca/hiring/resources/hire-employees>.



AFOA.CA