Human Resources for Health Management Toolkit

Developed to assist managers in day-to-day HR management

Module 3: Recruitment & Retention

PRRINN-MNCH

Partnership for Reviving Routine Immunisation in Northern Nigeria; Maternal Newborn and Child Health Initiative

www.prrinn-mnch.org

Acknowlegement

Human resource management is key to providing quality health care services. The understanding of the dynamics and management of human resources is the bedrock around which service delivery revolves.

The PRRINN-MNCH programme has over the last 7 years been actively involved in several ways to solve the challenges of managing human resources in the 4 states of its operations (Jigawa, Katsina, Yobe and Zamfara). This manual is one of the modest efforts by the programme to support states to address the challenges of human resource management.

In the course of its work, the programme realised that human resource management, as a distinct work stream, has been lumped together with personnel management. This has led to the neglect of key human resources activities and its attendant effect of overall performance and management of human resources. This manual therefore provides key managers with the basic step-by-step process of managing human resources.

During the development of this manual, several individuals have contributed to this final document. I would like to acknowledge the contribution of the Consultants led by Michael Siebert; State Teams under the leadership of the STMs; State Stakeholders led by Permanent Secretarie and Office of the Head of Service in Jigawa, Katsina, Yobe and Zamfara States. The Directors of Personnel Management and members of the respective states Human Resources for Health Coordinating Committees have all played significant role in refining this document and its adoption by the states. Also worthy of mention is the Programme's HR LECs who have been responsible for the day-to-day follow up in the development of the manual.

It is my hope and prayers that Human Resources Units of the respective states SMOH and other agencies will utilise this document to improve the quality of their work.

I would also like to acknowledge the funding for this document by UK and Norwegian Government through DFID.

Dr Ahmad Abdulwahab

National Programme Manager

PRRINN-MNCH

Human Resources for Health
Management Toolkit

Foreword

This *Human Resources for Health* Management Toolkit is a step-by-step guide for health planners and managers to improve planning and management of human resources (HR), for the health system as a whole and within health facilities.
It aims to help address some of the acute problems from shortages of skilled, experienced health workers.

The HRH toolkit is partly the output of PRRINN-MNCH in northern Nigeria, the Partnership for Reviving Routine Immunisation in Northern Nigeria /Maternal Newborn and Child Health programme funded by the UK Government and State Department of the Norwegian Government for the benefit of the Nigerian people. Many staff and officials in the states where PRRINN-MNCH works and team members of PRRINN-MNCH have helped to develop and test this toolkit – their contributions are gratefully acknowledged. The output is also the result of ongoing collaboration in a number of countries between health professionals of Health Partners International and Health Partners Southern Africa.

PRRINN-MNCH works with federal, state and local governments and local communities to improve the quality and availability of maternal, newborn and child health care.

This management toolkit does not necessarily reflect the views or policies of the UK Government, the Nigerian Government or any of the state governments with which we work. However we hope it will provide useful, practical assistance and guidance for human resources managers in their work.

Bryan Haddon
Chair, Health Partners International, UK
February 2014

Preface

In any developing public health sector HR forms the foundation of health care service delivery. The key however is making sure that Ministries of Health have the right people with the right skills in the right positions in the right number at the right places. In Northern Nigeria the scenario is no different. In an effort to achieve this, PRRINN-MNCH embarked on a process of strengthening the HR function within the ministries through initiatives such as establishing HR Units with clearly defined objectives and responsibilities. These HR Units however needed basic step-by-step guidance as to not only to administrate HR but to comprehensively and effectively do HR Planning, HR Management and HR Development. Facing the shortage of qualified HR practitioners, the Human Resources for Health (HRH) Toolkit was developed from a wide range of sources to provide a reference document to assist HR officers and managers with HR related functions.

This toolkit is not all-inclusive and covers the key aspects around HR within the Northern Nigerian context and is aimed at addressing the basic elements of HR. Although Northern Nigeria is unique with specific challenges around HR management, planning and development, the basic principles of HR remains the same. The Toolkit therefore applies academic/theoretical HR methodologies and approaches into day-to-day actions.

The HRM Toolkit consists of 10 Modules as listed below.

Module 1: HR Planning

Strategic HR planning predicts the future HR management needs of the health services after analyzing the current human resources, the external labour market and the future HR environment that the MoH will be operating in. The analysis of HR management issues external to the organization and developing scenarios about the future are what distinguishes strategic planning from operational planning. The basic questions to be answered for strategic planning are: Where are we going with health services and how does that impact HR? How will we develop HR strategies to successfully get there, given the circumstances? What skill sets do we need?

Module 2: HR Management & Risk Management

Ministries with good governance practices clearly establish the division of authority and accountability among the senior management, HR director and line managers. The role of the senior management is governance and the role of the HR director is management. Sometimes the roles can get hazy. In clarifying whose job it is, the senior management and the HR director must always keep in mind the legal responsibilities and liabilities as the employer.

Module 3: Recruitment & Retention

Making sure you recruit well is so important. Committed, motivated, qualified employees help your ministry achieve its purpose. Health service providers cannot afford to be short-staffed. Limited financial resources mean that hiring mistakes can be a huge financial burden. Hiring the wrong person is a poor use of resources for recruiting and orienting a new staff member. Having clearly defined recruitment process and procedures prevents costly recruiting mistakes. Repairing the damage can take a lot of time and effort.

Module 4: HR Performance Management

Performance management is a process by which managers, supervisors and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the ministry. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.

Module 5: HR Discipline

Clear expectation, appropriate supervision and feedback on a day-to-day basis are the best ways to avoid the necessity of implementing a discipline process as outlined below. However, when problems with behaviour or performance occur, discipline is necessary. By implementing a discipline process, you provide employees with an opportunity to become a productive part of your Ministry and you make any termination more defensible.

Module 6: Employment Termination

Termination is an action taken by the Ministry to end the employer/employee relationship. Ministries have a basic right to terminate the employment of an employee, but along with that right comes responsibilities. Employers must comply with the employment/labour standards and human rights legislation for their jurisdiction and beyond that, employers must treat employees fairly and in good faith.

Module 7: Diversity in the workplace

Building and sustaining diversity in Ministries can only be achieved by planning and design. It is therefor increasingly important to address how to support diverse, inclusive workplaces. What does a diverse inclusive work environment look like? How do we tangibly encourage and support diversity so that all people feel welcome within our workplaces irrispective of their gender, diability or race? When people feel welcome and safe from discrimination and harassment they are more motivated and their performance will improve. Absenteeism and performance problems decrease while productivity, morale and employee retention increase.

Module 8: Effective HR Teams

Despite the daily onslaughts of e-mails, phone calls and memos, meetings are still one of the most effective ways that people share and exchange information, get feedback, plan, collaborate and make important decisions for their ministries. So why do meetings have such a negative impact? Meetings seem to be getting longer, more frequent and generating fewer results. This can result in employees becoming frustrated as they feel that meetings are taking them away from, rather than adding value to their work. Ministries can increase the effectiveness of their team through effective communication, management of conflict and setting-up work teams.

Module 9: HR Training & Development

The changes in the public sector has had an impact on workplace learning. Think of the current positions in your ministry and the need for increased competence in change management, financial management, service delivery management, and so forth. Change also puts the spotlight on training and education as a means of equipping health workers with the tools they need to adapt to changing health skill requirements, organizational change and increasing complexity in the external public health environment.

Module 10: HR Information System

Computers have simplified the task of analysing vast amounts of data, and they can be invaluable aids in HR management, planning and development, from payroll processing to record retention. With computer hardware, software, and databases, Ministries can keep records and information better, as well as retrieve them easier and quicker. HRIS (Human Resources Information System) is an integrated system designed to provide information used in HR decision making. The HRAdmin software was developed and implemented in the four PRINN-MNCH states. This module provides end-users with the know-how of utilising the system to its full potential.

Michael Siebert
Senior Technical Adviser for
Human Resources for Health, PRRINN-MNCH programme
February 2014

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1. Recruitment - Getting the Right People

1.1 Overview

Staffing is all about hiring the right people with the right skills at the right time for the right positions.

Within the context of the Civil Service Commission (CSC) managing the recruitment process, ministries need to establish definite involvement in the process. This can be done through providing a clear guideline illustrating the person required profile in relation to the job description. Ministries need to ensure that CSC appointments are not done based on generic post information e.g. appointing a general nursing officer when theatre qualified nurse is required.

Making sure you recruit well is so important. Committed, motivated, qualified employees help your ministry achieve its purpose. Health service providers cannot afford to be short-staffed. Limited financial resources mean that hiring mistakes can be a huge financial burden. Hiring the wrong person is a poor use of resources for recruiting and orienting a new staff member. Plus, the cost is compounded when a hiring mistake erodes employee morale, disrupts your office and perhaps even causes a valued employee to quit. Repairing the damage can take a lot of time and effort.

1.2 Establishing the staffing framework

The recruitment process usually starts with the need to fill a vacant or new position. For a vacant position, this is a good time to assess if the job still helps the facility serve its purpose and achieve its mission. Appointing a new employee needs to be rooted in a larger staffing plan that is connected to your ministry's strategic health plan.

1.2.1 Developing your staffing plan

Here are some key questions to ask:

- ✓ What are the critical positions or roles that need to be filled - now and in the future? What are the tasks the ministry needs done?
- ✓ What is your ministry's culture? What characteristics do you need to look for in potential new staff to assess cultural fit?
- ✓ What positions require little or no experience and therefore would be good for attracting young and/or inexperienced candidates to your ministry?
- ✓ Is it possible to fill positions through internal or external supply?
- ✓ Are the roles suitable for permanent, temporary, full-time, part-time or some other contractual arrangement?

1.2.2 Related policies and procedures

HR policies assist the process of bringing a new employee into the ministry. Up-to-date, clear policies on recruitment and staffing make the hiring process straightforward and less time consuming. Policies such as probation, employee orientation, workplace health and safety and training and development clarify what management and employees expect of each other. HR policies are also a great source of information for a new employee.

1.3 Job Descriptions

The HR manager toolkit offers information and tools to help managers revise existing job descriptions or develop new ones. These tools include a job description template, job profiles of some common staff positions in government along with sample job descriptions. The job profiles available in the HR manager toolkit provide a broad overview of the typical types of duties and responsibilities performed by staff in a position and the qualifications that are most common for that position.

1.3.1 Why are job descriptions important?

A job description is a basic HR management tool that can help to increase individual and organizational effectiveness.

For each employee, a good job description helps the incumbent to understand:

- ✓ Their duties and responsibilities
- ✓ The relative importance of their duties
- ✓ How their position contributes to the mission, goals and objectives of the ministry

For the ministry, good job descriptions contribute to organizational effectiveness by:

- ✓ Ensuring that the work carried out by staff is aligned with the organization's mission
- ✓ Helping management clearly identify the most appropriate employee for new duties and realigning work loads

> **Key HR Principal**
>
> Each post/job must have an approved job description.

Job descriptions are also the foundation for most HR management activities.

The table below illustrates the relation between HR activities and job descriptions:

HR Management Activity	Job Description Foundation
Recruitment	Job descriptions are used to develop a recruitment campaign that clearly articulates the duties to be performed and qualifications required by the ministry for the position
Selection	Interview questions, hiring criteria and the screening process are based on the duties and qualification outlined in the job description
Orientation	The job description helps the employee see how their position relates to other positions in the ministry
Training	The job description can be used to identify areas where the employee does not adequately meet the qualifications of the position and therefore needs training
Supervision	The job description can be used by the employee and the supervisor to help establish a work plan
Compensation	Job descriptions can be used to develop a consistent salary structure, which is based on relative level of duties, responsibility and qualifications of each position in the ministry
Performance Management	The job description and the work plan are used to monitor performance. The standards against which performance will be measured.
Legal Defense	If an employee is terminated for poor performance, an accurate, complete and up-to-date job description will help the state defend its decision

1.3.2 Performing a comprehensive job analysis

If your ministry does not have job descriptions or if your job descriptions are out of date, the first task is to conduct a job analysis.

Job analysis is a process for systematically collecting information to help you fully understand and describe the duties and responsibilities of a position as well as the knowledge, skills and abilities required to do the job. The aim is to have a complete picture of the position – WWWWH - **W**hat is actually done, **W**hen it needs to be done, **W**here it needs to be done, **W**hy it needs to be done and **H**ow.

The purpose of job analysis is to provide the information necessary for writing job descriptions. Job descriptions are used as the basis of most other HR management practices from selection to training to performance management. Job analysis information can also be used in the job evaluation process, which is the process for assigning value to a job for the purpose of setting compensation.

Key HR Principal

The incumbent needs to be involved in the process of job description development or revision for a position that already exists and is filled. Any significant changes to the responsibilities of an employee need to be discussed and negotiated with them and their written consent to the changes should be obtained.

The types of information collected during job analysis will be specific to each ministry. However, typical kinds of information that are gathered are:

- ✓ Summary of duties
- ✓ Details of most common duties
- ✓ Supervisory responsibilities
- ✓ Educational requirements
- ✓ Special qualification
- ✓ Experience
- ✓ Equipment/tools used
- ✓ Frequency of supervision
- ✓ People the incumbent must be in contact with
- ✓ Authority for decision making
- ✓ Responsibility for records/reports/files
- ✓ Working conditions
- ✓ Physical demand of the job
- ✓ Mental demands of the job

Information about jobs can be gathered using qualitative or narrative techniques such as interviews, questionnaires, observations and activity logs.

Technique	Description
Interviews	The employee and/or manager are asked a series of questions about the job, the essential tasks of the job, and the abilities required to perform it well
Questionnaires	Ask the employee to fill out a standard questionnaire about the essential tasks of the job
Observation	The person collecting the data observes the activities of the employee and records these on a standardized form Direct observation of the employee at work is a useful technique if the activities are easily observable
Activity Logs	The employee is asked to keep a log of every activity and the time spent on it for a set period of time

Job analysis can also be done using a combination of the above techniques. For example: staff may be asked to complete a Job Analysis Questionnaire and then it could be discussed during an informal interview to clarify information and to provide the supervisor's observations on the work done. A sample of the job analysis questionnaire is attached as Annex 7.

1.3.3 Designing satisfying and motivating jobs

Job design is the process of combining responsibilities and duties into jobs that enhance organizational effectiveness and employee satisfaction.

When designing jobs some of the issues to consider are:

- ✓ How will the job contribute to the goals of the ministry?
- ✓ Do the duties that are grouped together require a similar or complimentary skill set?
- ✓ Will grouping certain tasks together be efficient?
- ✓ Do the tasks that are grouped together make sense for workflow at the individual and organizational level?
- ✓ Are there ergonomic factors that should be taken into account when grouping tasks?

One of the well-known theories on job design looks at jobs from the employee's perspective. The key lies in linking employee motivation and job satisfaction to the following characteristics of a job:

These five characteristics need to be focus areas when designing jobs for your ministry. Jobs that are interesting, motivating and satisfying usually lead to enhanced retention.

1.3.4 How is a job description developed?

The jobs appropriate for the ministry come directly from the mission and structure. Based on an analysis of the ministry's mission, goals and programs or activities and linked to facility types, service types and structure:

- ✓ Identify the values that should be reflected by all staff
- ✓ Establish the tasks or functions that need to be done
- ✓ Group the tasks into meaningful and challenging jobs
- ✓ Determine the experience, knowledge, skills and other characteristics that are required
- ✓ Consider any special working conditions or physical requirements
- ✓ Consider the internal equity and external recognition implications of job titles
- ✓ Write or update the job description

1.3.5 Who approves a job description?

The Scheme of Service provides a very broad job description for each post cadre at different salary levels. However, post cadres in specialised environments such as hospitals and key managerial positions need to be developed with much more detail and specific to each environment. For example, nurses in hospital units (theatre, A&E, labour wards), have different variations of nursing duties. Nursing staff in a rural health facility will have a very different job description to hospital nurses.

1.3.6 Job description Template

There is a generic job description template that can be used for the development of job descriptions for other post cadres attached as Annex 8:

1.3.7 How can job profiles be used?

Good HR management includes written job descriptions for all staff. The job profiles can be used to develop and/or revise job descriptions for your ministry. Whether you are developing new job descriptions or revising existing ones, you should carefully assess and adapt the information in the profile to ensure that it meets the needs of your organization. Consider the following:

- ✓ Does the profile accurately capture the responsibilities and duties as they are practiced in the facility or department - what should be kept? what should be left out?
- ✓ Does the language used in the profile suit your ministry?
- ✓ What order should duties and responsibilities be listed in to reflect their importance for your ministry?
- ✓ Are the qualifications appropriate for your state?

All the information in the Job Profiles should be assessed to see how applicable they are to your organization and then adapted to fit your situation. An example for a job profile for a Director of Finance is attached as Annex 6.

1.3.8 What information is captured in job profiles?

1.3.8.1 Job title

The title of the position and some alternative titles for the same position (some ministries will have another title for the same set of duties).

1.3.8.2 Job purpose

A brief overview of why the job exists.

1.3.8.3 Primary duties and responsibilities

Provides examples of the common duties performed by individuals in the position. The duties listed cover most of the tasks that would be performed by an individual in the position (the list of duties is not exhaustive - some of the duties may not be appropriate for every organization, additional duties may be required by an organization)

1.3.8.4 Qualifications

List the minimum qualifications necessary to successfully perform the job. Minimum qualifications are used to ensure that qualifications are not inflated and therefore potentially discriminatory and to ensure that capable individuals are not screened out during the recruitment process. The qualifications described are: education, professional designation, knowledge, skills and abilities plus personal characteristics.

1.3.8.5 Experience

The number of years of experience to be successful in the position. This should reflect experience related to this position.

1.3.8.6 Working conditions

Common working conditions linked to the unique working environment of the post.

1.3.8.7 Benchmark

Each position is linked to the appropriate occupational description in the Scheme of Service. This classification provides a standardized framework for describing occupations and can be used to make a link to labour market information

1.4 Recruitment process

Although the actual recruitment process is performed at the Civil Service Commission, it is important for ministries to understand what this process entails and how it should be performed. This section will provide a guideline as to where and how ministries can get more involved in the recruitment process.

1.4.1 Develop selection criteria for the position

Based on the job description for the position, develop the criteria that will be used to screen resumes and select the best person for the job. Consider the following:

- ✓ What skills are essential to the position?
- ✓ How will you ensure the new employee fits the culture of your organization?
- ✓ How will you make certain that your criteria are not discriminatory?
- ✓ How will you ensure that your criteria are specific, measurable and job-related?

1.4.2 Choosing your methods of recruitment

When deciding what method of recruitment to use, think about where your employees currently come from. Do most of your current employees come from colleges or universities? Do they come from other voluntary and non-profit sector organizations? Do they come from your volunteer base? Assessing where potential applicants usually come from can help you choose the best methods of recruitment for the position.

Key HR Principal

A good recruitment plan includes a mix of recruitment strategies.

1.4.2.1 Internal recruitment

Existing employees and volunteers have the opportunity to apply for a new job vacancies.

The are several considerations for choosing internal recruitment approach:

- ✓ Rewards the employee/volunteer for past performance
- ✓ Gives the employee/volunteer an opportunity for career development
- ✓ Retains the ministry's investment in the employee/volunteer
- ✓ Reduces the amount of time necessary to orient the person to the new position
- ✓ Reduces the costs of recruitment
- ✓ Provides a limited number of people to select from
- ✓ Reduces the opportunity for increasing diversity within your organization

1.4.2.2 Employee referrals

Employees recommend a person for the job opening. When choosing this approach you need to know you're the employee that referred the potential candidate well enough to establish trustworthiness. The following are some of the considerations:

- ✓ The quality of employee referrals is usually high because employees usually only refer people that they are confident would be a good match for the position and organization
- ✓ People tend to recommend others with similar backgrounds - therefore it is important to ensure that the practice of employee referrals does not lead to a decrease in diversity within your organization
- ✓ People recruited by your staff usually have some understanding of the work of the organization
- ✓ There can be a tendency to feel that you must hire someone who is referred by an employee even if your assessment is that the person is not the best match

1.4.2.3 Print advertisements

Posting the opportunity in a newspaper or professional journal you need to consider the following:

- ✓ You can reach a large audience in a specific area
- ✓ The content of the advertisement will impact on the number of applicants - if the ad is general you will most likely receive more applications but you may receive a significant number of applications from unqualified candidates
- ✓ May be expensive

1.4.2.4 Internet recruiting

If the technology is available you can post the opportunity on an internet job site, on your own website or on professional association websites. The following considerations are important:

- ✓ Internet recruiting is cost effective
- ✓ Many people looking for jobs use the internet
- ✓ Internet job postings as available to potential candidates 24 hours a day
- ✓ You can minimize the number of unqualified candidates by directing people to more information on your organization's website
- ✓ The number of applications may be overwhelming

1.4.2.5 Internships/field placements

Upon graduation, recruiting students who come to your ministry as part of their education is an ideal opportunity to identify performing employees. This provides you with:

- ✓ You will have a good understanding of the fit between the person and the ministry, as well as their abilities
- ✓ The former student will have good knowledge of your ministry and require less time to become productive
- ✓ Often first jobs are seen as stepping stone and people move on to new challenges after a relatively short period of time

1.4.2.6 Unsolicited resumes

Individuals interest in working for your organization send in resumes and enquire about job vacancies. With the high unemployment levels this is an increasing occurrence.

- ✓ The percentage of resumes with skills appropriate for your ministry may be small
- ✓ How you treat unsolicited resumes may have an impact on the image of your ministry - it is best to respond with courteous and frank information about whether or not the application will be kept for future reference

1.4.2.7 Other

- ✓ Broadcast emails to nonprofit organizations
- ✓ Campus recruitment (especially with institutes that offer relevant health technology, courses)
- ✓ Outreach recruitment targeting a specific audience to fill a specific need

1.4.3 Initiate the recruitment process

Your job announcement should include:

- ✓ A brief description of your ministry, its mission or purpose
- ✓ The title and a description of the position
- ✓ Facility/department/unit where the position is needed
- ✓ Duties and responsibilities
- ✓ Qualifications
- ✓ The supervising authority
- ✓ The salary and benefits attached to the position – specify the starting salary or salary range, or say the salary depends on experience.
- ✓ The application deadline
- ✓ Start date
- ✓ A request for references
- ✓ The format in which you would like to receive the information
- ✓ A contact name and address
- ✓ Your ministry's website address if existing

Key HR Principal

Criteria used to select the appropriate individual must be established and documented.

1.5 Selection & Hiring

Although the Civil Service Commission has the sole authority to hire new employees it is important for ministries to understand the process of selection and hiring. This knowledge would enable them to engage with CSC on just and fair hiring practices.

1.5.1 Plan the selection process

Selection is the process of screening applicants to ensure that the most appropriate candidate is hired. Annex 2 provides a checklist for the recruitment selection

The first step in the selection process is to review the information (resume, application form) provided by all job applicants to determine which applicants meet the minimum qualifications as stated in the job posting. No further consideration will be given to those who do not meet the minimum qualifications. (Highlight in your advertisements that only those candidates who meet the job requirements will be considered.) Those job applicants who meet or exceed the minimum job qualifications are then assessed to decide which ones will be short-listed for a job interview.

The most common methods of selection for all positions include an interview followed by a reference check.

Other selection techniques used during the interview phase are: work samples, written tests, oral presentation, and personality or aptitude tests. After making a conditional offer, additional selection techniques can include (where applicable): criminal records check, driver's records check. Written consent is required before requesting records checks.

1.5.2 Working with a selection panel

Engaging other people in a selection process can be very helpful. Ministries may want to include a senior staff member, a board member and a potential co-worker, for example with the selection committee. When these panel members are invited to participate, they need to know how much time it will take and what their role will be. Their contribution can include:

- ✓ Helping to develop selection criteria
- ✓ Screening resumes
- ✓ Preparing interview questions
- ✓ Participating in interviews
- ✓ Assessing each candidate against the selection criteria
- ✓ Providing input about the final selection

1.5.3 Prepare for the interviews

Prepare a list of questions to ask during the interview (See the Sample Interview Questions). Develop key questions to explore past job performance, covering all essential functions. Also, prepare follow-up questions. Use a variety of approaches to get different kinds of information, tailoring questions to open up a topic for conversation or to confirm information. When you call the job applicants on the short list to set up an interview, tell each person the salary range for the position, if this information was not part of the job posting.

1.5.4 Conduct the interviews

Choose an appropriate environment for the interviews and ensure that you will not be interrupted. If you are interviewing internal candidates, consider doing it off-site.

> **Key HR Principal**
>
> Panel members need copies of the candidates' resumes and any other information the candidate provided. Prepare for interviews by clarifying which panel member will ask each question.

Think of the interview as a business conversation. Make sure you use the same interview format and setting for every candidate, and that interview appointments are the same length.

Welcome the candidate and provide her/him with an overview or "road map" for the interview. Ask your questions, then sit back and listen. Ideally, you should talk no more than 25% of the time. Use follow-up questions to have the candidate expand on their answers. Comment on what the candidate says to let them know you are interested and to encourage discussion. You may want to consider using an Interview Rating Guide to evaluate the answers given by each person that you interview. (See sample of an Interview Rating Guide as Annex 3 and the examples of interview questions as Annex 4).

Conclude the interview by thanking the candidate and explaining the next steps. Ask for their permission to contact references.

1.5.5 Check the references of your final candidates

Checking references carefully and thoroughly is one way to avoid appointing the wrong person. It may seem easier to accept letters of recommendation that address a candidate's abilities and experience. However, talking to people will allow you to probe issues deeply enough to get a fuller sense of the candidate's values, nature, approach to work and how they interact with others. Telephone interviews are the best way to get more depth about the candidate's character and background.

Reference checks are a last opportunity to verify information the candidate has provided, validate their personal suitability and explore any areas of concern. Talk to references before you make an offer of employment. Let the candidate know you will be doing this. Be sure to find out if there is anyone the candidate would prefer you not speak to - for example, a current boss or current colleagues.

Prepare a list of questions for references (see the sample questions for references attached as Annex 5). Ask about information on the candidate's resume and about topics discussed during the interview. Ask for insights into the candidate's character, examples of good work they have done and areas that need development. If you keep the conversation casual but professional, you are likely to get more information. Record the reference's responses.

At the beginning of your conversation, explain to the reference the importance of the position you are hiring for and tell them you appreciate their honesty. At the end, thank them for the time they have spent talking to you and for their help.

1.5.6 Make your decision and review it

Evaluate final candidates against each other after you have rated them against the criteria to identify the best candidate based on skills, worker characteristics and organizational fit. Review all your notes and write up your decision.

Keep all of your recruitment and selection materials on file for at least two years.

Make sure your decision is non-discriminatory, complies with relevant laws and your hiring policies and is based on sound judgment.

Discuss the decision with colleagues or others who participated in the interviews and/or other stages of the hiring process.

1.5.7 Make the offer of employment

Call the successful candidate to make an offer. Inform all other final candidates by phone of the outcome of the recruitment process. Offer to give them constructive feedback on the interview.

1.5.8 Get the paperwork done

Confirm your offer and the candidate's acceptance in writing. A written contract is the ounce of prevention that helps to avoid disputes. It spells out your expectations of employees and the obligations you have to each other. A written contract can take many forms - a letter, a proposal or a formal agreement, for example. For your convenience, you can prepare a standard contract to use with all employees and tailor it for specific jobs by filling in blank spaces or attaching pages that cover the details.

1.6 Orientation/Induction

Orientation is a process for introducing new employees to the ministry, its mission, its activities and programs as well as their job. An employee handout can be used in an orientation session. The handout serves as a ready reference to the material covered during the orientation session. The orientation of new employees can provide a great refresher or learning opportunity for their colleagues, who can be asked to present information or guide the newcomer. It is crucial that a new employee be exposed to an orientation/induction to ensure that they are aware of comprehensive details of the job, unit, department and the organisation. Annex 1 is an example of checklist for orientation and induction of a new employee.

Assign a buddy to each new employee so that the new employee has a person to go to for assistance and information when the supervisor is not available. The buddy should be an employee who can provide accurate information in a professional and personable manner.

Key HR Principal

All new employees are oriented to the position and to the place of work.

1.6.1 The purpose of orientation

There are a number of beneficial reasons why induction/orientation should be done:

- ✓ Make the new employee feel welcome
- ✓ Reduce the anxiety of the employee on the first day
- ✓ Socialize the employee to the values and desirable behaviours of the organization
- ✓ Help the new employee be successful in his/her job
- ✓ Enable the new employee to quickly become productive
- ✓ Start building the relationship between the employee and the supervisor

2. Retention - Keeping the right people

2.1 Overview

It would be an interesting exercise to conduct research on the number of employees in the ministry that would move on to other employment if the opportunity arises. The results may concern you when you consider the talent of the staff in your ministry, and the investment in them and the organizational knowledge that they hold.

In this section you will find information to assist you as you build an ongoing relationship with staff, ideas about employee retention as well as the steps you need to take when an employee leaves your ministry. Important tips on how to keep the right people:

- ✓ Use only research-based, theory-supported approaches to improving employee engagement. Avoid quick fixes and gimmicks such as employee of the month, suggestion boxes, prizes or other "carrots." While commonly used, these short-term fixes fail to produce genuine employee loyalty and commitment.
- ✓ Employ an easy-to-understand systems approach to ensure the root causes of turnover are addressed and the potential for lasting change unleashed.
- ✓ Customize all activities to your ministry's unique history, current practices and strategic objectives. Also consider challenges unique to the public health sector, competitive marketplace issues and talent shortages.
- ✓ Involve those responsible for implementing change in actually creating the change, ensuring input and improved shared understanding and support of all initiatives.
- ✓ Integrate hands-on, action-oriented approaches that enable the ministry to move forward quickly and effectively
- ✓ Recognize the research-proven role of no-cost strategies in developing the "bond" that builds employee loyalty and commitment.
- ✓ Bring to your organization leading-edge organization-development best practices to effectively and quickly build a retention-rich culture.

2.2 Employee Engagement & Retention

Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the ministry. Employees who are engaged are more productive, content and more likely to be loyal. Sound HR practices result in employees that feel satisfied, safe and will work to their full potential...and that means they are more likely to stay put.

HR Responsibility	How does it relate to employee engagement and retention
Strategic HR Planning	• People are the main resource that organizations have for delivering services • Strategic HR planning links HR management directly to Health's strategic plan and that means that staff will have meaningful roles tied to the strategic direction of the Health services • Strategically planning how your state will meet its current and future HR needs and how people will be supported and nurtured within your state is critical for success
Operational HR Planning	• At an operational level, states put in place HR management practices to support management and staff in achieving their day-to-day goals • Whether it's determining how many employees are needed to deliver services over the next year or how performance will be monitored, the HR management practices and activities need to be planned to answer the question: "Where is our ministry going and how will it get there?" • An operational plan ensures that employees are properly supported
Compensation and Benefits	• Though usually not ranked the most important, compensation is an important factor in job satisfaction • An employee who feels adequately compensated monetarily is more likely to stay with your ministry
Developing HR Policies	• Policies and procedures both communicate the values of your ministry and provide everyone with a consistent process to follow • Policies and procedures provide your employees with a process to follow and that knowledge can help them confidently approach situations - particularly difficult situations
Employment Legislation and Standards	• Provincial/territorial and federal governments outline the minimum requirements to ensure a safe and equitable work environment for employees
Job Descriptions	• Job descriptions are basic HR management tools that can help to increase individual and ministry effectiveness • A well-written job description sets an employee up for success by outlining their responsibilities and the parameters of their position • Job descriptions also show how an employee's position contributes to the mission, goals and objectives of the ministry
Performance Management	• Performance management is an ongoing process where the manager/supervisor and employee work together to plan, monitor and review an employee's work objectives or goals and overall contribution to the organization

	• Motivates employees to do their best • Establishes clear communication between the manager and the employee about what s/he is expected to accomplish • Provides on-going, constructive feedback on performance • Establishes plans for improving performance, as necessary • Identifies the skills and abilities of each employee so that work assignments build on and reflect an employee's strengths • Identifies individual employees for more challenging work • Assists and supports staff in achieving their work and career goals by identifying training needs and development opportunities • Contributes to succession management plan so that employee skills are developed and employer's develop the skills they need to fill an potential HR gap in the future
Learning, Training and Development	• Investing in training programs helps employees develop personally and professionally
Workplace Diversity	• Creating an environment where people feel welcome and safe from harassment and discrimination motives staff to perform • Absenteeism and performance problems decrease while productivity, morale and employee retention increases
Work Teams and Group Dynamics	• When you develop and support effective teams, you enhance the power and feeling of satisfaction of individuals working on the team • When a team works well, it means that staff trust one another and that leads to better sharing of knowledge and understanding
Conflict Resolution	• In a healthy workplace, there will be conflict • Having a conflict resolution policy and a process will mean that conflict is constructive and not destructive
Workplace Wellness Initiatives	• A healthy workplace means more than just warding off colds and the flu • It is more holistic and takes into consideration the physical, spiritual, environmental, intellectual, emotional, occupational and mental health of employees • Wellness promotion doesn't just benefit the employee because an organization filled with healthy, balanced and fulfilled employees, is a productive workplace that retains its employees
Employee Recognition	• Giving employees a sense of shared values and purpose by creating a relationship with them is important • When you thank employees you value them and that, in turn, is motivating • Updating staff on organizational issues through internal communications like e-mail updates and newsletters builds the sense of team and their value to the team

Staff-volunteer relations	• Develop a sense of team with staff and volunteers contributing to the ministry's mission

2.3 Employee Recognition

Governments are good at recognizing the valuable contributions of volunteers. Recognition of paid staff, however, is all too often put on the back burner. There are some compelling reasons to focus some attention on employee recognition. Employees who feel appreciated:

Key HR Principal

Recognition is not one-size-fits all. Thought needs to go into what would be appreciated by the person being recognized. Ask your employees how they would like to be appreciated.

- ✓ Often go above and beyond what is expected of them
- ✓ Are more productive and motivated
- ✓ Are more likely to stay with the organization

Employee recognition lets employees know that their hard work is valued. It doesn't have to cost anything, it can be done in less than five minutes and the results can have a lasting impact.

2.3.1 What is employee recognition?

Employee recognition is the acknowledgement of an individual or team's behavior, effort and accomplishments that support the organization's goals and values.

2.3.2 Why is employee recognition important?

Employee recognition is important because it:

- ✓ Lets employees know that their work is valued and appreciated
- ✓ Gives employees a sense of ownership and belonging in their place of work
- ✓ Improves morale
- ✓ Enhances loyalty
- ✓ Helps build a supportive work environment
- ✓ Increases employee motivation
- ✓ Improves employee retention

2.3.3 Guidelines for employee recognition

Employee recognition needs to be a common practice in your ministry. For the greatest effect, incorporate recognition as a normal aspect of day-to-day life in your workplace.

Employees can be recognized for both individual and group achievements. When recognizing a group of individuals, it is important for each person to be distinguished for their own contribution. Group recognition contributes to team building and informs the group that together, they are valuable to the ministry.

To be effective, employee recognition must be sincere and genuine. Employees will sense if their efforts are acknowledged only out of duty or if comments are lacking in sincerity. Acknowledgement of effort and accomplishments must be timely in order to be effective.

Remember that each person has their own preferences for how they want to be recognized - what one appreciates could be a real turn-off for someone else.

Remember that recognition can be either formal or informal. Formal initiatives can be put in place on a weekly, monthly or yearly basis, with informal recognition taking place when it is merited.

Without a clear link to performance standards, managers can easily end up recognizing an employee for doing their job. It is important to have a performance management system in place and to understand the difference between supporting an employee to perform his or her job, and recognizing excellent performance.

2.3.4 Informal and formal recognition programs

There are many ways to recognize employees. The following are informal employee recognition ideas for managers/supervisors. Employee recognition must be designed to conform to your workplace culture and to the needs and interests of the individuals. Some of these suggestions may or may not fit all workplace cultures or individuals.

2.3.4.1 Informal recognition ideas for managers

- ✓ A simple "hello" at the start of the day and "goodbye" at the end of the day is an obvious but sometimes overlooked form of recognition. As employees in public health are called upon to do more with less, spending just a few minutes chatting can open lines of communication and can set a positive tone for the day
- ✓ Say a sincere thank you for a job well done. Do this often and be specific; for example "you handled that patient well, thank you" or "thanks, those were some really good ideas that you provided at the staff meeting. They will move us forward to solve the problem"
- ✓ A personal note can be very meaningful. You could also send an e-mail to acknowledge work well done, with a copy to the senior manager
- ✓ Tell your employee about positive comments that you hear from others.
- ✓ If your ministry has a news letter, use it as a way of acknowledging an employee or thanking staff for a job well done

- ✓ Acknowledge individuals or teams at a staff meeting, management meeting, or special event. This is often meaningful for the recipient and can be a source of inspiration for others
- ✓ Organize celebrations - at the end of a quarterly review, individual milestones, team milestones
- ✓ Food is important. You could have snacks at meetings. Reward achievement with a treat, or bring in cold cool drinks on a hot Monday morning or Friday afternoon. Keep it occasionally and spontaneous
- ✓ Acknowledge birthdays, work anniversaries, new babies and other significant life events
- ✓ Have a team meeting outside the office at the local restaurant
- ✓ Create a recognition bulletin board to post 'thanks' from patients
- ✓ Give an employee a day off for a job well done
- ✓ Ask an employee to represent you at a meeting outside the ministry

2.3.5 Planning a formal recognition program

In addition to informal recognition of employees, some ministries may wish to set up a more formal recognition program. These types of programs can take many forms and recognize various types of accomplishments. The following are basic steps for developing a formal recognition program:

Step 1

Set up a planning group. This should not be a top-down process. The buy-in will be greater and the results more substantial if a cross-section of employees contribute and take some ownership of the process. It need not be a large group but it should be reflective of the various types of employees.

Step 2

The planning group needs to determine what accomplishments will be recognized. Here are a few possibilities:

- ✓ Milestones
- ✓ Length of service
- ✓ Personal accomplishments
- ✓ Team accomplishments

This group could take the lead in asking other staff what they would like to see recognized and how. They may wish to develop a short survey to get everyone's input.

Step 3

Once it has been determined what accomplishments will be recognized, the planning group should think about how often recognition will occur and what will be provided as a token of appreciation. It may be necessary to establish some sort of budget, although some formal recognition processes require few, if any, resources.

Step 4

Communicate the formal recognition program to all managers, supervisors and staff. It is advisable to also inform senior management so they are aware and supportive of the program. Review your program on a regular basis to ensure that it's still a fit for your organization's culture and remains relevant and important to employees.

2.4 Exit Interviews

When an employee leaves your ministry, an exit interview is a helpful tool to:

- ✓ Identify what your ministry is doing well
- ✓ Pinpoint areas where the ministry can improve
- ✓ Confirm the skill sets, experience, and attributes needed for the job
- ✓ Capture useful knowledge, contacts, tips, etc. from the exiting employee
- ✓ Understand why the employee is leaving
- ✓ Say good-bye on good terms

The HR unit/department would typically hold the exit interview. Otherwise, the supervisor of the exiting employee would conduct the interview.

Exit interviews can be conducted face-to-face, be in the form of a written survey (hard-copy or electronic), or held over the phone. Only face-to-face and telephone interviews allow you to explore responses and gain even more insight. You can help the exiting employee feel more comfortable by starting with friendly discussion and then easing into the more probing questions. Always start by explaining the purpose of the exit interview. However, some exiting employees may be more forthcoming with information if they can write, rather than say, their feelings.

Exit interviews are an important HR tool and the option should be available to all exiting employees; however, participation in an exit interview must be voluntary.

2.4.1 Potential exit interview questions

Focus Area	Typical Questions
Reason for leaving	• Why have you decided to leave the ministry? • Did anything trigger your decision to leave? • Was a single event responsible for your decision to leave? • Have you shared your concerns with anyone in the company prior to deciding to leave? • Did anyone in this organization discriminate against you, harass you, or cause hostile working conditions? (important to follow up if they say yes)
Job satisfaction	• What was most satisfying about your job? What was least satisfying about your job? • What would you change about your job? • What did you like most about this ministry? What did you like least about this ministry? • What would you improve to make our workplace better? • Did your job duties turn out to be as you expected? • Were your job responsibilities characterized correctly during the interview process and orientation? • Did this ministry help you to fulfill your career goals? • Were you happy with your pay, benefits and other incentives? • Did any policies or procedures (or any other obstacles) make your job more difficult?
Supervision and support	• Do you feel you had the resources and support necessary to accomplish your job? If not, what was missing? • The quality of supervision is important to most people at work. How was your relationship with your manager? What could your supervisor do to improve his or her management style and skill? • Did you have clear goals and know what was expected of you in your job? • Did you receive enough training to do your job effectively? • Did you receive adequate support to do your job? • Did you receive adequate feedback about your performance day-to-day and in the performance development planning process?
Other	• Do you have any tips to help us find your replacement? • Based on your experience with us, what do you think it takes to succeed at this organization? • Would you consider working again for this organization in the future? • Would you recommend working for this organization to your family and friends? • What is your experience of employee morale and motivation in the company? • What does your new company offer that encouraged you to accept their offer and leave this company? • Can this organization do anything to encourage you to stay? • Any other comments?

An in-person exit interview can be a good time to collect keys, identification badges, equipment, etc. from the exiting employee.

End the meeting on a positive note. Thank the exiting employee for their service to your ministry. Let them know that the exit interview information is helpful and wish them the best in their new venture.

2.5 360-degree assessment process

360-degree feedback, also known as 'multi-rater feedback', is employee development feedback that comes from colleagues, peers and managers in the ministry, as well as self-assessment, and sometimes sources such as clients, volunteers or other stakeholders.

Senior managers are responsible for assessing the performance of other employees but often do not receive adequate feedback themselves. 360-degree feedback allows the individual to understand how his or her effectiveness as an employee, manager, or coworker is viewed by others.

Designing a good assessment tool and implementation process takes time. Some organizations may choose to hire external professionals to design, implement and analyze a 360-degree assessment. If assessments are administered without adequate training of participants, raters and facilitators, serious confidentiality issues can be raised, and relationships and individuals can be negatively impacted. Please consider the following information carefully before undertaking this type of assessment process.

2.5.1 What an effective 360-degree feedback process can achieve

- ✓ Individuals get a broad perspective of how they are perceived by others and how they impact others — both positively and negatively
- ✓ Encourages open feedback and this feedback is often perceived as more valid and objective, leading to acceptance of results and actions required
- ✓ Clarifies critical performance aspects, reinforces desired competencies and identifies strengths that can be used to the best advantage of the organization
- ✓ Supports a climate of continuous improvement and focuses agenda for development, identifying key development areas for the individual, a team or the organization as a whole
- ✓ Gaps are identified between employee's self-perception versus the perception of manager, peers or direct reports
- ✓ When feedback comes from a number of individuals in various job functions, discrimination because of race, age, gender, and so on, is reduced. Similarly, the "horns and halo" effect, in which a supervisor rates performance based on his or her most recent interactions with the employee is also reduced

2.5.2 Disadvantages of adopting the 360-degree approach

- ✓ Feedback from multiple assessors increases the number of people participating in the process and the organizational time invested

- ✓ Employees are not ready to give or receive honest and open feedback. The process can be intimidating as few people enjoy being evaluated, especially by a circle of colleagues and peers. Some cultures rigidly avoid passing constructive feedback, or information, to superiors or managers
- ✓ If a performance management system is tied to pay increase and reward systems, people may be hesitant to participate. There is a big difference between providing feedback that will contribute to professional development or providing feedback that determines pay, rewards, and promotion
- ✓ Since feedback is most often provided in written form, not in person to ensure anonymity, people receiving feedback can't ask directly for clarification of comments or more information about ratings and their basis

2.5.3 The 360-degree feedback process overview

360-degree feedback or other multi-rater process should follow effective change management guidelines. A cross-section of the people who will have to live with and utilize the process should explore and develop the process for your ministry.

If you are planning to implement a 360-degree feedback process, there are several important questions to ask and answer regarding the process such as:

- ✓ Will your organization use an anonymously filled out instrument or promote face-to-face, or known rater feedback, or a combination of these?
- ✓ Who will select the raters?
- ✓ How much training will raters receive about completing the assessment and how to provide meaningful feedback?
- ✓ What guidelines regarding feedback given will the organization promote?

Participants may have concerns about confidentiality of reviews, how the completed reviews will be used in the ministry and what sort of follow up they can expect. All participants in a 360-degree process need to be trained in the goals of the process, methods used in administering the process, what the minsitry will do with the data collected, and expectations of the employees involved in the process.

You can employ an anonymously filled out 360 degree feedback document, comprised of questions based on the ministry's competency framework. Assessment forms that allow for examples and comments about each question are preferable, as they will allow the person who is the subject of the feedback to better understand the ratings.

The employee who is receiving feedback and their manager/supervisor should always fill out the 360-degree assessment as well. The individual's rating of her/his own performance is important for comparison with the rater group's feedback. And, the manager's feedback is important, since, in most assessments, the feedback of the direct supervisor is not averaged with the rest of the feedback from other raters.

The collected data is analyzed in a confidential manner and results are shared with the person who is being assessed. Those administering the process and facilitating the debrief / feedback meeting need to assist people to understand their feedback and to support action planning and development based on the feedback. It is critical that those involved in debriefing participants fully understand what the assessment tool and analysis means and its potential impact on the emotions and career of the participant. The debriefing process is critical because it helps the participant facilitate change by:

- ✓ Presenting data from the assessment that describe the participant's personal and management style in concrete behavioural terms
- ✓ Giving the participant the opportunity to react, ask questions, and formulate strategies with the 'de-briefer'
- ✓ Creating a developmental plan with the participant that will form a foundation for future development

Sample Work Plan #1

YOUR MINISTRY'S NAME

WORK PLAN FOR: ***Employee Name*** **YEAR:**

<table>
<tr><th colspan="5">Month</th></tr>
<tr><th>Timeline
(week of)</th><th>Tasks</th><th>Activity Area</th><th>Resource(s)</th><th>Completed</th></tr>
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Orienting a New Employee
Checklist

Employee name	
Facility	
Position	
Supervisor	
Start date	

Prior to start

- Advise Board members and staff of the new employee's name, position, and start date
- Arrange for a workspace
- Equip the workplace with the necessary furniture, equipment and supplies
- Ensure that all equipment is working
- Set up an e-mail address
- Set-up a telephone extension
- Add the employee to organizational lists – telephone, e-mail
- Make a copy of the job description
- Gather information, reports, etc to give the person on the first day
- Ensure the staff handbook is up-to-date
- If the employee will need a key to access the office, arrange to have it ready for the first day
- Contact the new employee to confirm where and when they should report on the first day
- Set up the orientation team – who will be doing what for the orientation
- Decide what meaningful tasks the new employee will start on and prepare the necessary background material

First day

- Keep your schedule as free as possible for the first day

Getting Started

- Welcome the new employee
- Outline the orientation process for the day
- Introduce the new employee to his/her coworkers
- Introduce the new employee to his/her 'buddy'
- Give the employee a tour of the assigned workspace and the rest of the office/facility including:
    - Where to safely put belonging (if not in their office)
    - Where to hang coat, store lunch; location of the washrooms
    - Location of the photocopier, fax machine, and supplies, etc.

Organizational Overview

- Overview of the organization
- Organization Chart

Job Duties and Responsibilities

- Review the employee's job description and expected outcomes
- Explain how the job is related to the other jobs in the organization
- Give specific outcomes for the first day such as a look at the organization's website, review of a specific document, etc.
- Identify the work that needs to be accomplished in the first week
- Give the employee reports, information that is need for the job and explain what each item is

Work expectation

- Start and finish times
- Lunch time
- Probationary period
- Safety procedures, as appropriate

Administration

- Complete the necessary paperwork for pay and benefits
- Complete other paperwork as required
- Identify options for parking
- Provide password for equipment as appropriate

Other

- Review health and safety procedures
- Allow for time for the new employee to set up their workspace, review the materials you have given, etc.
- Take the employee out to lunch
- Have a task planned for the first day

First three weeks

- Check to see if there are any problems with equipment or the workspace
- Ensure that the employee has met all the other staff members
- Review the performance management system
- Order business cards, if appropriate
- Tour other sites of the organization, if applicable
- Explain the internal communication process including staff meetings
- Have the employee review the policies and procedures manual
- Explain how absences are called in and covered, telephone and e-mail protocol, internet use policy
- Explain the travel and reimbursement process
- Ask if the new employee has any question or if there is anything that needs to be addressed

- Confirm that the employee understand what is expected – duties and responsibilities
- Review all fire and safety procedures

First six months

- Review probation procedures
- Schedule regular meetings with the new employee to ensure that they are on track
- Establish performance expectations

Recruitment and Selection Checklist

Staffing action for:	*Name of position*

Before you recruit

- Review the ministry's recruitment and selection policy and/or practices
- Review the strategic and operational plans to determine if the position should be filled
- Confirm that funding exists to recruit for and staff the position
- Obtain the necessary approvals to staff the position
- Develop a job description if the position is new
- Review and update the job description for an existing position
- Decide on the type of employment (full-time; part-time; permanent; contract; short-term; etc)
- Identify constraints that will have an impact on the staffing process (need someone soon; specialized skills; supply/demand, etc)

Establish the recruitment and selection criteria

- Develop recruitment and selection criteria based on the job description
- Establish the minimum qualification for the position
- Review all recruitment and selection criteria to ensure they are job-related and measurable
- Ensure that all recruitment and selection criteria comply with Human Rights Legislation

Recruitment process

- Determine the best method for recruiting for the position
- Draft the job announcement using the job description, minimum qualifications and selection criteria
- Include the following in the job announcement:
  - Application deadline
  - Request for references
  - Start date
  - Salary range
  - Contact information
  - Format for submission
- Ensure that the job announcement complies with Human Rights Legislation

Selection process

Before the interview

- Plan the interview process:
  - Number of rounds of interviews
  - Number of interviewers
  - Length of the interview
  - Location of the interview
  - Date of the interviews
  - Any materials the candidate should bring to the interview

- Ask colleagues to sit on the interview panel
- Give the interview panel the logistical information about the interviews
- Develop the interview questions
- Prepare an interview rating guide
- Develop a reference check guide
- Prepare a reference release form
- Ensure that the interview questions, reference questions and other selection criteria comply with Human Rights Legislation
- Prescreen applications using the selection criteria
- Set up the interviews with the selected candidates
- Forward the applications of those candidates being interviewed to the interview panel
- Forward the interview questions and interview rating guide to the interview panel
- Meet with the interview panel to brief them on the interview process

Conduct the interview

- Review the candidate's application before each interview
- Welcome the candidate to the interview
- Introduce the interview panel
- Explain the interview process
- Rate the candidate's responses to the questions
- Give the candidate an opportunity to ask questions
- Close the interview by explaining the next step and thanking the candidate for coming to the interview
- Ensure that the discussion and the note taking during the interview complies with Human Rights Legislation

After the interview

- Finalize your interview notes

Select the right candidate

- Use other selection methods as appropriate
- Telephone the references
- Use the reference checking guide to document the conversation
- Ensure that the discussion and the note taking during the reference check complies with Human Rights Legislation

Conclude the staffing process

- Make your decision and review it
- Make a verbal offer of the position to the selected candidate
- Follow-up the verbal offer in writing
- Prepare the job contract and have it signed before the new staff member starts work
- Send out rejection letters to the other candidates that were interviewed
- Set up a competition file
- Complete the paperwork necessary for the new staff member to start work

Interview Rating Guide

Date	
Applicant	
Position	

Overall rating

- Excellent: Excellent knowledge and skills
- Above average: Above average knowledge and skills
- Good: Good knowledge and skills
- Poor: Inadequate knowledge and skills

Question	**Rating**			
	Excellent	**Above average**	**Good**	**Poor**
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

Completed by: ___________________________

1. Interview questions

Asking the right interview questions will:

- Confirm the candidate's education, training, and experience listed in the resume
- Provide information about the candidate's past performance and accomplishments
- Indicate the candidate's compatibility with the culture of your organization (for example, work pace, work style)
- Offer insights into the reasons behind the candidate's desire to change jobs
- Responses to key questions should be probed further and confirmed through subsequent reference checks.

2. Questions not to ask

You must avoid asking discriminatory questions. Questions to avoid include, but are not limited to:

- What year did you graduate from high school or post-secondary school?
- Where were you born?
- Where did you learn a foreign language?
- What are your child care arrangements?
- What are your religious practices?
- How many days did you miss because of illness last year?
- Do you have any disabilities?
- Have you ever been arrested?
- Are you planning to have children anytime soon?
- Are you responsible for parental care?
- Do you have senior parents or another family member that depends on you?

3. Behavioural questions

Behavioural interviewing techniques probe beyond superficial answers. They require candidates to assess themselves and recall examples of behaviour. Most behavioural questions are formed as either self-appraisal queries or situational queries, as shown in the examples below:

Self-appraisal query: If you had the choice of working in a job with peaks and valleys in the workload or a job with a steady volume of work, which would you choose and why?

Past situational query: Tell me about a time when you had to make a critical decision in your supervisor's absence. How did you handle it?

4. Situational questions

A situational question presents a hypothetical situation to the interviewee and asks how s/he would respond to it.

Future situational query: Give the candidate a scenario of a current or past problem that your organization has had to address. (The problem should be related to the position being staffed.) Ask the candidate to describe how they would handle the situation or resolve the problem.

5. Good practice

For behavioural or situational questions, prepare sample answers in advance of the interview. Identify the types of responses you are looking for and rank them from excellent to fair. Use this guide to rank the interviewee's responses.

6. Open-ended questions

These questions require an explanation from the candidate. Open-ended questions begin with words such as "what," "why," "how," "describe," and "explain." For example:

- What is the greatest asset you will bring to this job?
- What is the most important thing you do at your current job.
- Describe the last time you had a short deadline and explain how you handled it.
- How have you had to adapt to your job's changing needs?

7. Neutral questions

Neutral questions do not reveal a bias toward an acceptable or correct answer. For example: If you had to choose between one extreme or the other, would you want a supervisor who leaves you alone to get your work done and only wants to hear from you if there's a problem, or would you prefer someone who meets with you regularly to help you focus on your goals for the day or week?

8. Yes or no questions

Use questions that can be answered with a "yes" or "no" to confirm information you already have. In general, use these types of questions sparingly because they don't add new information.

For example: Were you with the ministry 10 years before you relocated to xxxxx?

9. Follow-up questions

After a candidate answers a question, follow up with another question that probes their attitudes or delves further into the issue.

For example, you may start with a broad question: "What are your responsibilities as the administrative assistant?" A candidate may respond with a list of duties such as: answer phones, type, keep the calendar, arrange travel, and file documents. Although this information confirms the resume, it does not give information about the relationship with the supervisor, consequences of actions, or pride in work output. To get this kind of information, ask follow-up questions, such as: What aspects of your job are most crucial? How many hours a week do you find you need to work to get your job done?

10. Other questions

- What challenges do you think you'll face in this job?
- What concerns you about this job?
- What is your long-term career plan?
- What do you think it takes to be successful in an organization like this?
- How long will it take before you can contribute to this organization?
- Why are you seeking a new job?
- If you are offered this job, what factors will influence whether you accept it or not?
- This position will require developing and implementing some changes to our way of doing things. How will you help make the transitions smooth?
- If I were to call up your previous boss, what would they tell me is your strongest quality and why?
- Describe a situation in the past where you had to resolve a difficult situation with a colleague and explain how you went about it?
- Tell me what you did in your last/current job?
- Why do you wish to leave that position or why did you leave that position?
- Where do you see yourself 5 years from now?

Reference Questions

The following sample questions suggest the types of information you might seek from references about potential job candidates. Consult applicable legislation to ensure you are asking questions that respect individual privacy and human rights.

Background questions

- How long have you known X?
- What was your relationship with X?
- When did you work with X and for how long?

Validating interview or resume information

- What type of projects was X involved with?
- How did X contribute to the projects?

Focusing on the candidate's competencies

- How did X interact with co-workers?
- Can you give examples of X taking the initiative to help a colleague without first being asked?
- Please describe two examples of X going beyond the call of duty?

Please rank, on a scale of one to ten, the following abilities

- Writing skills – ability to concisely and clearly synthesize and craft complex reports and proposals
- Verbal presentations
- Professionalism
- Ability to work in teams
- Leadership qualities
- Ability to work under pressure or respond to competing deadlines

Note: *The abilities identified above are examples. You will want to identify areas and abilities that are critical to the position that you are trying to staff.*

Conflict resolution skills

- Can you provide an example of a time that X was required to use strategic thinking skills?
- What are three of X's strengths?
- In what areas do you feel X may need further development?

Assessing personal suitability

- What is the ideal career/perfect job for X?
- In what type of work environment would X thrive?
- Where would X struggle?
- Why did X leave your group?
- If you had the option would you hire X again?
- Is there anything else we should know before we make a hiring decision?

Good practice

- One key question you should always ask is: Would you re-hire this person?

Job Profile Sample - Director of Finance

Other Title:

- Chief Financial Officer
- Manager of Finance

In some organizations the top financial manager also oversees the administrative function of the organization. Their titles are:

- Director of Finance and Administration
- Vice President of Finance and Administration
- Manager of Finance and Administration

Job Purpose

The Director of Finance contributes to the overall success of the organization by effectively managing all financial tasks for the organization.

Primary Duties and Responsibilities*

The Director of Finance performs a wide range of duties including some or all of the following:

Financial accounting and reporting

- Develop and maintain timely and accurate financial statements and reports that are appropriate for the users and in accordance with generally accepted accounting principles (GAAP)
- Develop, implement, and ensure compliance with internal financial and accounting policies and procedures
- Ensure that all statutory requirements of the organization are met including Charitable Status, Withholding Payments (CPP, EI), Income Tax, Goods and Services Tax, Employer Health Tax
- Prepare all supporting information for the annual audit and liaise with the Board's Audit Committee and the external auditors as necessary
- Document and maintain complete and accurate supporting information for all financial transactions
- Develop and maintain financial accounting systems for cash management, accounts payable, accounts receivable, credit control, and petty cash
- Reconcile bank and investment accounts
- Review monthly results and implement monthly variance reporting
- Manage the cash flow and prepare cash flow forecasts in accordance with policy
- Oversee the bookkeeping function including maintenance of the general ledger, accounts payable, accounts receivable and payroll
- Develop and implement policies and procedures to ensure that personnel and financial information is secure and stored in compliance with current legislation
- Manage the acquisition of capital assets and ensure that assets are properly recorded, amortized, and disposed of as appropriate
- Prepare annual charitable return in a timely manner as appropriate
- Liaise with the Treasurer, Finance Committee and/or Audit Committee as appropriate
- Assist the Executive Director and the Board Treasurer with financial reporting as required at Board meeting and the Annual General Meetings

Payroll preparation and administration

- Oversee all payroll functions to ensure that employees are paid in a timely and accurate manner
- Negotiate and manage the employee insurance and benefits plans
- Process and submit statutory and benefits remittances on time
- Issue annual T4s and T4As

Budget preparation

- Establish guidelines for budget and forecast preparation, and prepare the annual budget in consultation with the Executive Director and Treasurer and/or Finance Committee
- Assist Program Directors and Project Managers with the preparation of budgets for funding applications

Project management accounting

- Maintain financial records for each project in a manner that facilitates management reports
- Ensure that accurate and timely financial statements are prepared in accordance with contract agreements with funders
- Provide accurate and timely reporting on the financial activity of individual projects

Information technology

- Evaluate the need for new technology to meet the organization's financial data processing, control, and reporting requirements
- Advise on appropriate technology that meets the organization's information requirements and financial resources

Risk management

- Monitor risk management policies and procedures to ensure that program and organizational risks are minimized
- Advise the organization's leadership on appropriate insurance coverage for the organization and the Board of Directors
- Maximize income where possible and appropriate
- Negotiate with Bank for lines of credit or other financial services as required and appropriate

Office administration

- Oversee and supervise the administrative function of the organization including reception, property/facility management, safety of the work environment, and provision of furnishings and equipment necessary for effective operations
- Oversee the management of all leases, contracts and other financial commitments
- Monitor all legislation relevant to the organization (employment standards, occupation health and safety, human rights, etc) and all regulations on professional certification to ensure that the organization is compliant

Qualifications

Education

- University degree or college diploma in Accounting, Commerce, or Business Management/Administration
- Professional designation
- Chartered Accountant, Certified General Accountant, or Certified Management Accountant designation is an asset.

Knowledge, skills and abilities

- Knowledge of generally accepted accounting principles
- Knowledge of federal and provincial legislation affecting charities
- Knowledge of provincial legislation on Employment Standards, Occupational Health and Safety, and Human Rights
- Knowledge of the voluntary sector

Proficiency in the use of computer programs for:

- Accounting
- Word processing
- Databases
- Spreadsheets
- E-mail
- Internet

Personal characteristics

The Director of Finance should demonstrate competence in some or all of the following:

- Behave Ethically: Understand ethical behaviour and business practices and ensure own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization
- Build Relationships: Establish and maintain positive working relationships with others both internally and externally to achieve the goals of the organization.
- Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- Focus on Client Needs: Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.
- Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problem, and make decisions that enhance organizational effectiveness.
- Lead: Positively influence others to achieve results that are in the best interest of the organization.
- Make Decisions: Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization
- Organize: Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities.
- Plan: Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
- Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.

Experience

3 to 5 years of progressive financial responsibility

Working Conditions

- Directors of Finance work in an office environment
- Directors of Finance usually work a standard work week
- Directors of Finance may be required to work some overtime hours to attend meetings of the Board and during specific periods of the accounting cycle such as the Annual Audit

Job Analysis Questionnaire

Name:	
Job title:	

1. Summary of job duties: Briefly describe the overall purpose of the job

2. Responsibilities/Duties

a) What are your primary responsibilities best classified as:

	Managerial		Professional
	Clerical		Technical

b) Describe your five major duties. List them in descending order of importance and include the % of time the duty takes on a monthly basis.

3. Education and training

a) What is the minimum level of formal education necessary for an individual to successfully perform this job?

Secondary School:							
Community College:		1 yr		2 yrs		3 yrs	
University:		Bachelors		Masters		Doctorate	

b) Is any Provincial, vocational, or professional certification needed for your job?

Yes:	
No:	

If yes, please specify:

Mandatory:	
Preferred:	

Type of certification:

c) Is specialized training necessary for an individual to successfully perform this job?	
Yes:	
No:	
If yes, please specify:	
d) What kinds of training/development are needed to keep current in this position?	

4. Experience

a) How much previous related work or volunteer experience does an individual need to successfully perform this job?	
	Months **or**
	Years
b) What types of previous experience help an individual successfully perform this job?	

5. Working conditions (work week, location, risks, discomforts)

a) What is your scheduled work week? (days, evening, weekends)			
b) How many hours do you work per week?		hours	
c) What percentage of your time is spent traveling?			%
d) List any aspects of your work environment that pose risks:			

6. Physical demands (vision, hearing, coordination, body position, strength)

a) Is the job physically demanding?	
Yes:	
No:	
If yes, please explain:	
b) What equipment do you routinely use in your job?	

7. Responsibility for action

List the types of decisions/ recommendations related to your job that you are responsible for making:

8. Supervision

a) Do you supervise other staff?

Yes:	
No:	
If yes, what are their job titles:	
b) Do you supervise volunteers?	
Yes:	
No:	
If yes, what are their position titles:	

9. Contacts

Does the job require contact with people outside the organization?	
Yes:	
No:	
If yes, who:	

10. Additional information

Is there any additional information that is important in describing your job?

Job Description Template

This template provides the major categories that you should include in your job descriptions along with an explanation of what to include in each category.

Job title	*The formal title of the position*
Reports to	*The title of the position that the job incumbent reports to*

Job purpose

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- The job purpose is usually no more than four sentences long

Duties and responsibilities

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading. Using headings and giving examples of the types of activities to be done allows you to develop a flexible job description that encourages employee to ‘work outside the box’ and within reason, discourages “that’s not my job”.

- Identify between three and eight primary duties and responsibilities for the position
- List the primary duties and responsibilities in order of importance
- Begin each statement with an action verb
- Use the present tense of verbs
- Use gender neutral language such as s/he
- Use generic language such a photocopy instead of Xerox
- Where appropriate use qualifiers to clarify the task – where, when, why or how often – for example instead of “greet visitor to the office” use “greet visitors to the office in a professional and friendly manner”
- Avoid words that are open to interpretation – for example instead of “handle incoming mail” use “sort and distribute incoming mail”

Qualifications

State the minimum qualifications required to successfully perform the job. These are the qualifications that are necessary for someone to be considered for the position.

All qualifications must comply with provincial human rights legislation.

Qualifications include:

- Education
- Specialized knowledge
- Skills
- Abilities
- Other characteristics such as personal characteristics
- Professional Certification
- Experience

Working conditions

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

Physical requirements

If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

Direct reports

List by job title any positions to be supervised by the incumbent.

Approved by:	*Signature of the person with the authority to approve the job description*
Date approved:	*Date upon which the job description was approved*
Reviewed:	*Date when the job description was last reviewed*

Ideally, a job description should be reviewed annually and updated as often as necessary.

Human Resources for Health Toolkit

This toolkit helps you to get the most out of your investment in human resources for health. You need to plan and manage your human resources actively, ensuring optimal efficiency.
This toolkit shows you how.

People form the foundation of health care service delivery. Thus it makes financial sense to manage these valuable resources to ensure that:

- The right people with the right skills need to be available in the right number at the right place to do the right job
- Timely and accurate data on availability and distribution of health workers is accessible for informed decision making

The Modules

1. **HR Planning**
2. **HR Management & Risk Management**
3. **Recruitment & Retention**
4. **HR Performance Management**
5. **HR Discipline**
6. **Employment Termination**
7. **Diversity in the workplace**
8. **Effective HR Teams**
9. **HR Training & Development**
10. **HR Information System**

Health Partners International

Waterside Centre, North Street,
Lewes, East Sussex BN7 2PE, UK

Telephone: +44 (0)1273 477474

www.healthpartners-int.co.uk

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UKaid from the British people

The PRRINN-MNCH programme is funded and supported by UK aid from the UK Government and the State Department of the Norwegian Government. The programme is managed by a consortium of Health Partners International, Save the Children and GRID Consulting, Nigeria.