



TOURISM RECRUITMENT PLAYBOOK

FOR NORTHERN BC

MUNCHO LAKE PROVINCIAL PARK

TABLE OF CONTENTS

TOURISM RECRUITMENT PLAYBOOK OVERVIEW	3
EMPLOYER BRANDING	4
Understanding Your Employer Brand	5
Becoming an Employer of Choice	9
Marketing Your Employment Brand	10
Northern BC Advantages	13
Tourism Sector Advantages	14
CANDIDATE EXPERIENCE	6
RECRUITMENT PROCESS	18
Determine Recruiting Goals & Needs	20
Source Candidates	26
Screen Candidates	38
Select & Hire Candidates	44
ORIENTATION & TRAINING	50
CONCLUSION	54
APPENDICES	56
Job Description Template	57
Web and Print Job Posting Samples	58
Sample Auto Response	61
Sample Pre-screen Questions	61
Interview Dos and Don'ts	63
Reference Check Questions	66
Candidates' Evaluation	67
Orientation Checklist	68



TOURISM RECRUITMENT PLAYBOOK OVERVIEW



HIKING ON MOUNT BABCOCK, TUMBLER RIDGE

Recruitment is a method for filling job openings. The recruiting process is a process of attracting or inviting candidates to apply and then screening, selecting, hiring and onboarding people to their new positions and the organization. The onboarding can include orienting to the industry, community and with younger workers, to working in general.

The main goal of the recruiting process is to fill a vacant or newly created position with a person who is a good fit for the job and the organization.

This Playbook seeks to share recruitment best practices for tourism operators in northern British Columbia and provide practical tips and tools which operators can implement to attract the best and brightest.

We will begin by exploring employer branding, a critical aspect of recruitment because good branding ensures candidates hear about your job openings. Furthermore, research tells us that workers want to work for organizations who have a great reputation as a place to work.



EMPLOYER BRANDING

ROADHOUSE, SMITHERS

4



NORTHERN BC
TOURISM ASSOCIATION

An employment brand is what your organization is known for as an employer. Thus, we encourage employers to own their story by communicating it through their actions and words, decisions, and marketing materials.

To do so, operators must tell their “story” articulately and ensure they walk their talk to build confidence and trust in the brand they have created. If you say you provide a great place to work, you’d better walk your talk and create a great place to work, because if you don’t, it has never been easier for people to find out. Websites like [Glassdoor](#), and apps like [Facebook](#) and [Google My Business](#) permit reviews where employees anonymously share their opinions about all aspects of their recruitment and employment. Reviewers share opinions on everything from wages, benefits, management style, management decisions, and the quality and generosity of the snacks and beverages to how included and welcomed they felt in the hiring and onboarding processes. If you employ people, consider searching your business online to see what is being said about you.

TOURISM RECRUITMENT PLAYBOOK FOR NORTHERN BC

Understanding Your Employer Brand

To brand your products and services, you need to know who your target customer is, and the same model applies in employer branding, you need to know who your target employee is.

What do you know about the people who are your best team members? Why do they work for you? What do they like about your organization and why do they stay? What attributes do you value in them, i.e., which you would like to clone?

If you aren't sure or don't have answers to these questions, consider asking your (best) employees:



Once you have answers, you can plan to offer or improve the aspects of your business which people really value and give them more of what they want.

Similarly, identifying what makes your best workers “the best” - is the starting point to knowing what to look for in employees. As the saying goes, if you don't know where you are going, any road will take you there, and evaluating the strengths of employees will provide insight into the types of people who are most successful in your organization and team. Knowing this information will enable you to customize your job ads to attract people who will be a good fit. Keep note of all these insights in preparation for marketing your job.

EMPLOYER BRANDING

Understanding Your Employer Brand

Another aspect of understanding your Employer Brand is your vision as an Employer. What kind of place do you want to be for employees? If you haven't yet determined your Employer Brand, consider what you want to offer to employees who work for you?

Tourism sector advantages shared below were given by people working in tourism as examples of what is great about the industry. Which of these advantages does your operation have?

TOURISM SECTOR ADVANTAGES			
<p>FUN</p> 	<p>HAPPY</p> <p>Happy, positive customers. Almost everyone is on holidays!</p> 	<p>FRIENDLY</p> <p>Like-minded, friendly coworkers. Forge lifelong friendships and people to do things with.</p> 	<p>FLEXIBILITY</p> <p>Pick your schedule, switch shifts, part-time or full-time, works around school, childcare, other work, etc.</p> 
<p>WORK-LIFE BALANCE</p> <p>Leave the workday behind when the shift is over.</p> 	<p>ACTIVE WORK</p> <p>No need for a gym membership!</p> 	<p>INDEPENDENT WORK</p> <p>No one hovering or micromanaging.</p> 	<p>TEAMWORK</p> <p>Someone always has your back.</p> 
<p>CAREER GROWTH</p> <p>Endless opportunities and options for a strong future.</p> 	<p>TRAVEL</p> <p>Experience new places and cultures</p> 	<p>DIVERSITY</p> <p>Progressive and inclusive environments where all people can belong.</p> 	<p>TRAINING PROVIDED</p> <p>No experience required.</p> 

Although fair and reasonable pay for the work is a universal expectation of workers, you will note that wages and benefits are not the primary attractors for tourism industry professionals, nor are they the main reason people leave (unless they are unfair).

In fact, the 2019 Work Institute Report on Employee Retention indicated the top reasons employees quit as:

22% OF TURNOVER DUE TO LACK OF CAREER DEVELOPMENT

12% LACK OF WORK LIFE BALANCE

11% POOR MANAGER / SUPERVISOR BEHAVIOUR

9.6% UNFAIR COMPENSATION AND BENEFITS

8.4% LACK OF PERSONAL AND FAMILY WELL-BEING

8% ILL-FITTING JOB CHARACTERISTICS

5% POOR WORK ENVIRONMENT

Overall, 78% of the employees who quit their jobs in 2019 could have been prevented by their employer! While this research is from the US, we are seeing similar reports coming from Canadian research. Ensuring your organization is not “guilty” of any of these situations will position you as an “Employer of Choice” for candidates interested in your industry and community.

STONE MOUNTAIN
PROVINCIAL PARK

EMPLOYER BRANDING



WOODHOUSE COTTAGES & RANCH, PRINCE GEORGE



Becoming an Employer of Choice

Developing your employment brand as a great employer (i.e., Employer of Choice) first requires you to be a good employer. If you are, people will talk about how good it is to work for you and your reputation will spread. To be a good employer for today's employees, you must first and foremost, care about what they want and need from their employment.

As indicated by the Work Institute Report, career development (offered through learning opportunities, training, mentorship, job enrichment, etc.) and work-life Balance (offered through flexibility, workload management, adequate hiring, training, and tools, and clear instructions) are two important aspects of managing people which, when done well, lead to happy, motivated employees.

You must also ensure all supervisors and managers are good at leading people. Leading today is far different from the past when managers made decisions and people carried them out. Today's employees expect to be consulted and heard, want to know you care about them and have their best interests at

heart, and will not tolerate disrespect or other kinds of bad management behaviour.

Employers who build a respectful, inclusive, empowering work environment and who are socially responsible and support initiatives which connect them to their causes and communities will enhance their employer reputations and increase employee loyalty at the same time.

Additionally, there is no doubt that the COVID-19 pandemic has made a lasting change in how people think and feel about work. Global talent trend surveys consistently confirm that health, well-being and flexibility have gained importance with workers, and it stands to reason that organizations that make employee health and wellbeing and workplace flexibility a priority will win the war for talent.

If you are uncertain what your employees want, consider using employee surveys and exit interviews and making changes when you can.

EMPLOYER BRANDING

Marketing Your Employment Brand

Once you know what you want to be known for as an employer, i.e., your employee value proposition, (and you are walking your talk on your promises, as well as meeting the minimum expectations of employees for legal and ethical operations, fairness, inclusivity, etc.), you are ready to market your brand to the world.

At a minimum, the topics to share with current and potential employees include your vision and purpose, your company values, the benefits, perks, and other reasons why people want to work with you. If you can communicate this information consistently across all your platforms in a fashion which is engaging and fun, you will build awareness as an employer for whom people want to work. This foundation will serve you well when advertising openings to potential candidates in other marketplaces as well and can help candidates self-select on the basis of what you offer and stand for.

When building an employer brand, remember to sell to your strengths. Be honest about what you don't offer and focus on the types of people who will embrace what you do offer. Take a look at the online presence of employers you admire and review what your competitors are doing to get ideas for what to do (or not do) when marketing to potential employees.

FLY FISHING OUTSIDE OF PRINCE GEORGE

Marketing Your Employment Brand / *Continued...*

THE PLATFORMS REGULARLY USED BY CANDIDATES TO FIND INFORMATION ON PROSPECTIVE EMPLOYERS INCLUDE:

Employer Websites:

Having information on what it is like to work in your company as well as all the things you offer is critical to setting yourself apart.

YouTube:

Videos of real team members working at your organization act like “customer reviews” for possible candidates. You can also have a YouTube channel offering subscribers the chance to learn about your business from the inside out.

Instagram / Facebook:

Your “community” on Instagram and Facebook know who you are and what you do, all of which are building blocks for what kind of workplace you are . Alignment of messaging across stakeholders makes for a stronger brand.

Google / Glassdoor:

Current and ex-employees and candidates leave reviews here. Have you checked what your reviews say?

Employee Referrals:

Understanding what kind of a workplace you offer will create understanding among employees who can be your best “recruiters”.

Hint: Incentivize employee referrals of people who fit your culture with referral bonuses for successful hires.



HINT: Bait the hook for the fish you are trying to attract. If you are seeking a seasoned experienced server or guide, you may need to offer different perks and advantages than you would for someone new to the industry.

EMPLOYER BRANDING

Marketing Your Employment Brand / *Continued...*

Your employment brand is what you will be known for. Tell your story articulately online (website and social media) through walking your talk and you will attract (and retain) people who like your organization.

If you aren't convinced, you should know that 80% of Gen Y check out your company's website and social media presence prior to applying. These tools also give you access to a wider and more diverse pool of applicants than more traditional recruiting efforts. If you are seeking to lure people from other parts of the world, you also want to highlight the advantages of the region in your branding efforts. Even so, don't forget good, old fashioned in-person marketing. Be present at community events, sports venues, fairs, and other places where like-minded individuals gather.

STONE MOUNTAIN PROVINCIAL PARK



Northern BC Advantages

Living in the North isn't for everyone, but it affords a wonderful lifestyle and quality of life to the people who call it "home".

When asked, residents of the north gush about the laid-back life, being far away from the concrete jungle and urban rat race yet still within reach of amenities like airports, hospitals and shopping via our regional hubs

The North is a natural playground full of outdoor recreation, spectacular wilderness and wildlife, and friendly, warm, close-knit communities. Crime is lower, water and air quality are better, and communities are progressive and inclusive of people of all races, religions, and identities. Outdoor recreation enthusiasts will find epic, untouched landscapes: mountains of untouched powder and breathtaking summits; lakes, waterfalls, and rivers for fishing and other water sports, and endless trails and forests for hunting, hiking, camping and off-roading.

People who move to the region note the affordability of housing and thus the ability to save for the future or for an exotic vacation. They appreciate short commutes which offer more family and fun time and lower environmental impact; and space to explore, interact and simply be. Big urban centers and even the "countryside" in the south are more congested, have waiting lists for services like daycares and activities such as swimming lessons for kids, and tend to be more costly places to live when you factor in wages, basic expenses, housing, taxes, and time spent in lineups that you cannot get back.

Another treat for Northerners in eligible communities is the [Northern Residents Deduction](#) offered by Revenue Canada, a sweet reduction in taxes which people in the south never see. Share this in your job postings.

These benefits of the North are "selling" features which can be shared with candidates you are seeking to attract from other places. However, it is worth noting that people who do not view these advantages as appealing are unlikely to be interested in working in the North for long, and if attracted by opportunity, experience, or money, often leave for places they deem more suitable before long. For an operator, a short-term employee can be an acceptable trade off if you are getting a highly valuable worker, as long as you anticipate the temporary nature. Thus, it pays during the selection process to assess candidates' interest in what makes the North great.

[NorthernBCTourism.com](#) also offers examples of Northern BC highlights which can attract candidates and your community website will often also provide reasons for moving into the community as well as a host of helpful resources which new hires may find helpful when relocating to your area.

If, as part of your employer branding, you are seeking to attract new employees to the industry, your marketing must include highlights of the industry which the next section explores.

EMPLOYER BRANDING

Tourism Sector Advantages

The pandemic hit the tourism sector hard, and yet, the fundamentals which make the industry a fantastic career choice haven't changed.

It is still a fun industry. Staff working in tourism get to participate in other people's vacations and holidays, so customers are generally happy, sociable, and positive. The industry attracts like-minded workers, so you will spend much of your time in tourism working with fun, flexible people. Most tourism staffers report enjoying the work-life balance and opportunity to work with coworkers who enjoy a similar lifestyle. They develop friendships which last a lifetime and



HIKER OVERLOOKS THE SALMON GLACIER, NEAR STEWART

get to be active, autonomous and on the move throughout the day rather than sitting in an office or at a computer all day long. The industry attracts people who like to have fun, are team players, and who like to travel and explore. You meet (and sometimes work with) people from all over the world, building connections which lead to career and life opportunities unavailable to others. You can get into tourism without any experience and the options are endless because this is an industry which trains people and seeks to promote from within. Lifelong learners do great in tourism, as do people who want to experience outdoor adventures, develop new skills, get out of their comfort zones and accomplish athletic challenges. Many report starting in one department and moving into other departments as their interests and the organizations' needs encourage. Interestingly, the seasonality of the tourism industry means seasonal exchange and student work abroad programs are within reach, and people interested in seeing other parts of the world and other work environments have ample opportunity to do so.

The tourism sector offers unique opportunities to connect and build relationships with people, develop cultural intelligence, all while ticking things off the proverbial "bucket" list. Tourism operators are friendly, welcoming and inclusive, so you can work hard while playing hard and being yourself. Moreover, the tourism industry tends to offer more flexible work schedules, so employees can work around their lifestyle rather than the other way around.

Tourism Sector Advantages/Continued...

The labour market outlook for tourism sector is also exceptional, growing faster than the provincial economy as a whole, with increasing revenues, employment, wages, and guests predicted. For more tourism specific resources, visit:

- ▶ [DestinationBC](#)
- ▶ [go2HR](#)
- ▶ [NWBC Resident Attraction Guide](#)
- ▶ [Fort St. John Move Up Here](#)
- ▶ [Prince George Move Up](#)
- ▶ [150 Reasons to love working in BC Tourism](#)



HORSEBACK EXPEDITION, NORTHERN ROCKIES PROVINCIAL PARK



CANDIDATE EXPERIENCE

KINUSEO FALLS, TUMBLER RIDGE

When it comes to recruiting, candidates are your customers. While employers with a great online reputation find it easier to attract applicants, how you treat them throughout the recruitment process will play a big role in whether they join your organization and how they talk about you if they don't.

Candidates are evaluating you throughout the recruitment process just as you are them, and they can afford to have high standards when they are in high demand. To create a good candidate experience:

- 1 Make it easy for candidates to apply and be hired:** Most candidates are seeking to apply online through web forms, emails, and through their mobile phone (anticipated to be commonly used by 90% of candidates in 2022). Occasionally, someone will walk in (an opportunity to assess the candidate for fit since the person has already demonstrated drive and confidence). Accept candidate applications when and how they want to apply. Even if you aren't currently hiring, always thank the applicant and keep the application on file for future needs.
- 2 Be flexible:** When screening candidates, consider phone, video chat, etc. as alternatives to in-person interviews if the candidate prefers and be sure to offer times which work for your applicants. An employed candidate who doesn't want to leave work to do an interview with another company is demonstrating loyalty, work ethic and respect – the kinds of qualities you likely want in your organization. Consider alternative work schedules, remote work options, etc. when you can as well to keep your options open.
- 3 Respond promptly to applications and questions from candidates (and customers or service providers who may know someone or themselves be a potential future hire):** One of the biggest complaints of candidates is that they never hear from employers, so you can immediately set yourself apart from the competition, just by taking the time to say, “thank you for your interest and here is what to expect...”. Do so within a few minutes of receiving a candidate's application or question, and you will be memorable for your responsiveness.
- 4 Be authentic and kind in your responses:** Candidates can tell if a real person is behind the emails and posts and how you make them feel will leave a lasting impression.



- 5 Follow through on your promises:** Whatever you communicate should be true, so take care with your ads, job descriptions, offers, etc. to ensure you set realistic expectations. Also, if you say you will contact someone next week, please ensure you do.
- 6 Respect your candidates:** Set aside time so you can give them your full attention, be prepared by reading their application, offer the candidate time to ask questions, and don't string them along. When you are interviewing and corresponding with candidates, you are modelling the image and values of your business.
- 7 Engage candidates regularly:** Even during your off-season, sending emails or social media messages will keep you top of mind for candidates. This type of engagement requires you to keep a mail list for candidates, an activity made easier with an applicant tracking system or email marketing platform.
- 8 Keep an open mind:** Open jobs exceed the number of available candidates (and more than 100,000 new job openings available in BC's tourism industry by 2028) so it is important to be open to, and even seek out, candidates who may not traditionally work in your industry. For example, older workers are joining the tourism sector as a way to keep busy, make new friends, have fun and learn new skills. go2HR has tools to help operators attract workers from diverse populations including foreign workers, baby boomers, and people with disabilities. The tourism industry is known for being inclusive and welcoming, and the benefits of a diverse team include enhancing your creativity, improving decision making, and connecting your business to different communities than you might otherwise reach thereby enhancing longevity and success.
- 9 Be opportunistic:** Always be recruiting, and if a great candidate comes on your radar, act. If a resume comes across your desk that looks interesting, call or email the person back even if you don't have an opening today, to let them know you are interested and will contact them as soon as an opportunity arises.

HINT: Your employment brand along with the candidate experience create your candidate pipeline. To keep your pipeline full, you must ensure your brand promise is fulfilled throughout the hiring experience.





RECRUITMENT PROCESS

ALPINE LAKES AIR, TELKWA

18



NORTHERN BC
TOURISM ASSOCIATION

TOURISM RECRUITMENT PLAYBOOK FOR NORTHERN BC

RECRUITMENT PROCESS

In the tourism industry, job openings occur when a position is newly created (e.g., due to growth or reorganization), when someone leaves (e.g., resigns, retires or is fired), or when the season begins.

Regardless of how the opening occurs, the process of filling the position has four key steps:



As the person doing the hiring, your role is to oversee the recruitment process and to ensure the steps are followed.

RECRUITMENT PROCESS

Determine Recruiting Goals & Needs

Determining your goals and needs is the first step and arguably the most important, because if you do this well, it will enable you to be more efficient and effective throughout the rest of the process which is important when time, money, and people resources are not endless.

Goals for hiring in owner- operated and small businesses typically include some of the following:

- ▶ Attract people with different or greater skills to the organization;
- ▶ Be cost-effective and timely;
- ▶ Be fair and transparent;
- ▶ Promote your organization;
- ▶ Support achievement of business strategies and goals;
- ▶ Provide opportunities to employees to progress in their careers;
- ▶ Select individuals who:
 - *Will be competent within a reasonable training/probationary periods,*
 - *Have a good work ethic and whole values are aligned with the organization,*
 - *Have a positive attitude, and Will fit in the team and environment.*

VIVA RAIL CANADA

20



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TOURISM RECRUITMENT PLAYBOOK FOR NORTHERN BC

Determine Recruiting Goals & Needs / *Continued...*

To establish the jobs' needs which indicates what the future candidate must have and do (i.e., skills, abilities, knowledge, characteristics, qualities and behaviours), you will start with creating a job description.

Questions to ask yourself to build a job description include:

- 1 What is the job title? Is the title appealing?

- 2 What team or area of the business is the job in? Who is the manager of this job?

- 3 What is the purpose of the job? Why is the job important? Why does it exist?

For example, a Guest Services Agent hired to “welcome visitors and callers and ensure they get served” is far different than a Receptionist hired to “answer phones and manage traffic”. Similarly, a Cleaner hired to “ensure guests experience an organized and clean environment and have a safe and sanitized experience” is far different than someone hired to “sweep, mop and scrub”. Moreover, a Bookkeeper hired to “process payables and receivables” is not the same as someone who “ensures the team gets paid and the owner has accurate financial information upon which to make sound decisions”. These examples are intended to encourage deeper thinking about what is truly important about a job and why it exists.

RECRUITMENT PROCESS

Determine Recruiting Goals & Needs / *Continued...*

Once you know the purpose, the next step is to identify what the responsibilities are of the position:

- 4 What functions and/or duties will this position take on to accomplish its purpose?

- 5 What resources (money, people, materials, information, equipment, etc.) will this person be responsible for or use?

- 6 What key deliverables (safety, regulatory compliance, revenue generation, productivity, quality, customer service, etc.) will be part of this person's job?

You can often find ideas and sample duties or responsibilities with quick searches online which can inspire your own version albeit written through the lens of the job purpose you crafted.



CAMPFIRE ON BULKLEY RIVER, SMITHERS

Determine Recruiting Goals & Needs / *Continued...*

After you know the job's purpose and responsibilities, you are ready to identify what the future hire will need to have for skills, abilities, characteristics, education, experience, designations, etc. to be competent in the job after a reasonable amount of training.

- 7 What qualifications, experiences, education, licenses, tickets, and/or credentials would a newly hired person require to be successful in the job?

- 8 What skills or behaviours are necessary to be competent in the position within a reasonable training period? These can be technical skills like marketing, sales, graphic design, or IT and they can be soft skills like communication, customer service, leadership, persuasion, negotiation, flexibility, adaptability etc.

- 9 What characteristics, traits or qualities are required to be successful in the job and fit within the team and your organization, i.e., within your culture?

The answers to these questions will help you understand the type of person you need and should go beyond the job to contemplate what the team and the organization needs for future hire(s) to accomplish the job's purpose.

HINT: Operators in the tourism industry typically need people who are responsive and even proactive to customers' needs, as well as being friendly, enthusiastic, energetic, reliable, etc. People who take initiative, like variety, are resourceful, and good team players are sought after as well.

RECRUITMENT PROCESS

Determine Recruiting Goals & Needs / *Continued...*

Now reflect on the working conditions of the job with questions such as:

- 10 What are the working conditions (e.g., hours of work/ shifts, travel, weather exposure, loudness, workload, safety, working alone, etc.)?

- 11 What are the physical activities of the job (e.g., lifting, climbing, standing, etc.)?

- 12 What are the mental requirements of the job? Does the position need to focus for long periods, pay attention to detail, remain calm in the face of complaints, etc.?

Determine Recruiting Goals & Needs / *Continued...*

Please see the Appendices for a sample job description template, which you can use to input the answers to these questions and flush out the job. You may also want to ask your team members for their input into these questions when building the job description. If you already have a job description for the opening, it is worth a few minutes of your time to consider whether it remains current or if there are aspects which could use updating.

After crafting a job description, it is also important to know the parameters with which you are working, e.g., how soon do you need a person, what is your recruiting budget, will you relocate someone, what will you pay the person, what other benefits, allowances and perks will you offer, will you train the person (or do they need to hit the ground running)?

With the full scope of the job in hand and the parameters you have to work with, you are ready to think about who you need to hire and where those candidates might come from. This information, once determined, will guide your efforts in sourcing candidates. Sourcing can be made easier if you have a reputation for being a great employer who always delivers a wonderful candidate experience because you will likely have applicants coming to you or already in your files. Even so, if you want to have a larger applicant pool to choose from or to attract different types of candidates, sourcing candidates is needed.



RECRUITMENT PROCESS



HORSEBACK RIDING GROUP, DUNE ZA KEYIH PARK

Source Candidates

When it comes to sourcing people to fill your openings, your plan for sourcing will be based on who you want to attract, where and how best to find those people and how much money and time you have available. Recruiting costs and timelines are going up as it increasingly becomes a candidates' market, so it is important to be recruiting long before you have openings.

There are three basic methods of sourcing candidates: Headhunting, Advertising, and Promoting (and developing) from within. Each one will be explored, as well as when each method is most effective in this next section.

Source Candidates / *Continued...*

Targeted Recruitment

Targeted recruitment for candidates refers to direct sourcing efforts to fill a position. Targeted recruitment works best for jobs which require specialized or highly skilled or experienced incumbents because it is labour intensive and time consuming and thus a rather costly method of sourcing candidates. A modified type of targeted recruitment happens when you:

- ▶ Follow up with last year's hires to see if they are coming back,
- ▶ Ask employees, customers and suppliers if they know anyone who could do a specific task or meet a certain challenge and would fit in your company and then contact those referrals directly,
- ▶ Search for people on [Indeed](#), [Facebook](#) and [LinkedIn](#) who might meet the requirements of the position and invite them to apply and be considered for the opportunity, and
- ▶ Reach out directly to people you come across or who are in your organization's community or networks who seem like they might fit the job and organization.

Targeted recruitment requires time and can be used to greatest advantage as a secondary method of recruiting (i.e., alongside advertising), and/or when you have a great employer reputation to leverage so candidates who are strangers to you will be intrigued and respond to your call, email or message.

RECRUITMENT PROCESS

Source Candidates / *Continued...*

Advertising

Advertising for candidates is the typical method used by employers. In recruiting, there are two forms of advertising:



Blanketing the marketplace which will attract all kinds of applicants, and thus requires the hiring manager to do a lot more sorting and screening to identify which candidates might be able to do the job, and



Focusing on a small group by sharing information and using language to appeal to a targeted group. This style of advertising may mean fewer applicants but the ones who do apply typically meet the majority of your requirements and thus the screening process can be faster.

ROSSWOOD GENERAL STORE, TERRACE

Source Candidates / Continued...

Advertising

When blanketing the candidate market with ads, you must give thought to how big the geography you are recruiting from (e.g., international, nationwide, provincial, regional, community, etc.) as well as which marketing tools might get your job in front of as many eyes as possible. In this approach, you might use any number of the following methods:



Your own website and social media (a large online community and a great company reputation will serve you well here).



Online job boards ([Indeed](#), [Work BC](#), [go2HR](#), [LinkedIn](#), [Facebook](#), [BC Jobs](#) are some of the most common, and if you are recruiting nationwide, consider the government of [Canada's Job Bank](#)). Jobs in ecotourism, outdoor jobs and environmental work can be posted on Canada's green job site [GoodWork](#).



Sandwich boards out front of your business and posters (professionally done) or stickers on your windows, doors, tables, etc.



Community newspapers and message boards. Many newspapers offer online and print, including sections.



Job Fairs Industry, community, campus. Have an open house or job fair at your organization as a way to gather a large group of possible candidates and screen for fit at the same time.



Guerilla marketing like vehicle wraps, signage, stickers and coasters which contain a hiring message which could be as simple as “We are hiring, call 1.800.wewantU” or a QR code.



Radio ads

RECRUITMENT PROCESS

Source Candidates / Continued...

Advertising

If you are taking a more focused approach to advertising your job postings, you will still use online ads on your website and social media, but you might post on boards targeted to specific professions (e.g. Red Seal Chef, Certified Wilderness Guide), and within interest based groups (e.g., groups on [LinkedIn](#) and [Facebook](#) interested in the specific type of tourism activities you do or tourism in general).

[WorkBC](#) provides a handy list of industry association job boards which can be useful for either advertising method. Also consider posting within targeted communities and community organizations which can enhance the diversity of your applicant pool and when hiring their applicants, will help your organization become more representative of your community and customer base, and can enhance your appeal as a business and employer.



- ▶ **Indigenous Communities:** Many Indigenous communities have job posting boards for members and will share jobs for employers who will hire and train community members.
- ▶ **Immigrant Associations:** The North is a cultural mosaic, and many communities have community ethnic groups and/or immigrant service agencies who support new Canadians in settling in Canada. They will post jobs and often help connect employers with people willing to work who speak multiple languages. You already know they are adaptable and willing to try something new as well.
- ▶ **University, college, and school job boards:** Most student services associations have job boards and will advertise jobs for employers looking to hire students and new grads.
- ▶ **Community and “seniors” centers:** Don’t rule out retirees and people looking to rejoin the workforce because their desire to contribute along with their willingness to work part-time can help fill in the staffing gaps in your schedule.

RECRUITMENT PROCESS



TOTEM POLE CARVING, HAIDA HERITAGE CENTRE

RECRUITMENT PROCESS

Source Candidates / *Continued...*

Advertising

If advertising is your only method of recruiting, consider using both the blanket and targeted approaches to maximize your long-term ability to hire. When advertising, you can set yourself apart from other companies that are hiring by writing appealing job ads.

A good job ad will contain:

- ▶ **Company Overview:** A brief description of your company including what you are all about (e.g., your purpose), who you serve, what you strive for, where you are located, and any key achievements or aspects of interest like your culture, causes, and commitments.
- ▶ **About the Job:** This section contains information on what job you are looking to fill, the job purpose as well as details regarding hours of work, seasonal versus ongoing, location, wages, etc. This information will help candidates decide if the job is for them.
- ▶ **Responsibilities:** Offering a few key responsibilities of the job in a summary form will offer candidates the chance to identify if they would like the work and if they have done it before or want to learn it.
- ▶ **Qualifications:** Any requirements should be identified in the ad so as not to waste your time or theirs. If you need a driver's license or the person must be 19, please say so. Also, if you will train or help candidates get certified, e.g., in Serving it Right, First Aid, etc., say that as well.
- ▶ **What your Company Offers:** This section is the most important section for luring candidates as it describes what applicants will get in return if hired. Here you may include information on benefits and perks, bonuses, growth opportunities, flexibility, etc. Candidates get excited about a talented team, challenging projects, company-sponsored events, training, the chance to be promoted, time off, etc.).
- ▶ **How to Apply:** Provide clear instructions on how to apply (e.g., via email, in person, on your website, through Indeed, etc.), and include the application deadline if you have one.

Source Candidates / *Continued...*

Advertising

Add to the appeal of your job posting with your logo or pictures and videos for online or social media postings. Also, ensure you use action-oriented language. Candidates will be more excited about your desire to “Delight guests” than “Serve customers”, so think like a marketer when creating your ad. This includes modifying your ad for different media. E.g., the job ad on your website can explain the job in more detail and may provide links to videos you have created about the culture and environment. However, ads on external sites need to be concise and may have a few short lines to intrigue candidates along with a call to learn more by clicking the link which brings them to the job posting on your website. See sample ads in the Appendices for ideas.

One final tip about advertising for candidates is that you can enhance your effectiveness when this is a team effort, i.e., your employees are advertising the job too. As an employer, you can encourage your employees to help recruit by sharing job postings (even encourage them to apply as a method of developing and promoting from within and incentivizing great referrals. An Employee Referral Bonus given to employees for referring suitable candidates who are hired will encourage employees to think about who they want to work with that could be a good fit for the job and company.



WAINWRIGHT BASIN, PRINCE RUPERT



RECRUITMENT PROCESS

Source Candidates / *Continued...*

Development and Promoting from Within

Growing candidates from within refers to the intentional training and development efforts you put towards employees to ready them to take on increasingly complex and more challenging roles in your company. Companies who develop and promote as a method to fill positions have the added advantage of knowing the candidates well and confirmed a good fit. Since the ability to grow and learn is almost universally desired by candidates, companies willing to coach, support, train and ultimately promote from within should market this fact as part of their employer branding and job posting efforts. If you are a company keen to “develop and promote”, you will consider future potential during the screening process. Moreover, it is good practice to ask employees what other roles they might like in your organization and offer to support their development in attaining those roles during performance reviews or when wrapping up for the season.

To successfully develop and promote, it is important to have your managers on the same page with respect to training, coaching, mentoring and promoting being a priority in your organization. Developing their people and being willing to put forward internal applicants for new opportunities has to be an expectation of your managers.

When people think about development, many assume expensive training courses, but training and developing includes:

- ▶ Orientation to become familiar with the industry,
- ▶ On the job training, coaching and mentoring with more experienced team members,
- ▶ Cross-training to other departures and roles,
- ▶ Ongoing in-house opportunities to participate in new activities and learn other technologies, tools and systems,
- ▶ Support in obtaining industry certifications,
- ▶ Promotions, and
- ▶ Special projects and events, including attending industry conferences or job fairs to attract new talent.

Developing and promoting occurs in environments where teaching and information sharing are common practice and supported with tools like internal job postings (even if only on a bulletin board or blasted out through email), training materials and wikis (with information on how to do tasks) and sincere interest in growing and developing people

HINT: It is better to promote from within and keep a talented person engaged and feeling valued than to lose someone who becomes dissatisfied about being held back.

RECRUITMENT PROCESS



EXCHAMSIKS RIVER PROVINCIAL PARK, TERRACE



RECRUITMENT PROCESS

Source Candidates / *Continued...*

Sourcing Summary

An overview of the sourcing methods is below:

Method	Timeline/Duration	Costliness	Candidate Type
Targetted Recruitment	Weeks to months	Expensive if outsourced to a third party	Specialized, skilled, seasoned candiates
Advertising	Anywhere from a few day to months	Varies on the types of places for postings but less costly than headhunting	Any type of candidate
Development & Promoting	Months to years	Relatively low recruiting costs although training and development costs are incurred for that which cannot be learned on the job	High potential individuals who fit your organization and want to be promoted into more challenging positions.

Source Candidates / Continued...

Sourcing Summary

Regardless of how you use these three methods, remember to stay opportunistic and **always be recruiting**. If you happen to meet someone who seems like a possible future match, even if you don't have a job open today, give them your business card, invite them to visit your website or join your community on social media.

Although advertising is the most common method of recruiting, companies who win the war for talent actively recruit through all three methods. You can also fill positions with “exchange arrangements” with employers in companies which have like-minded hiring practices and whose season offsets yours. E.g., ski hills lay off in spring around the time that summer tourism operators are hiring. Or if an exchange isn't possible, perhaps they will share your job ads if you do the same in return as your season wraps up.



JADE CITY, CASSIAR MOUNTAIN



RECRUITMENT PROCESS

Screen Candidates

Whatever methods you use to attract candidates, you must ensure candidates can easily apply (see candidate experience) and that once they apply you are not leaving them sitting for long. In a candidate's market, where candidates are snapped up within days and even hours, the responsive employer is winning.

HINT: If you ask applicants to apply via email, set up an auto-response email which thanks the candidate and lets them know what to expect. See the Appendices for an example.

Steps of candidate screening for candidates received through advertising the job typically include:

- ▶ Shortlisting resumes based on which ones appear to meet the critical job requirements as per the job description.
- ▶ Pre-screening interviews (by phone) to establish which shortlisted candidates meet the job requirements (see section Pre-screening Candidates).
- ▶ Interviewing (video or in person) to establish which candidates are the best for the job, considering equal employment opportunity, business requirements, merit, fit within the team, etc. (see section Interviewing Candidates).
- ▶ Reference checking the finalist(s) to confirm the reliability and validity of what they told you and to check work quality and quantity, skills, attitude, and values, etc.

It is important to follow a consistent screening process while keeping in mind that pre-screening calls and reference checks are unnecessary on an internal candidate and candidates who are headhunted will expect to jump right to interviewing.

Screen Candidates / *Continued...*

Pre-screening Candidates

Pre-screening typically involves calling shortlisted candidates but can also be done through email or video call. In this step, while you are asking a few questions to weed out people who can't do the job or won't take the job, you are also listening for important qualities like phone manner, ability to think on their feet, communication skills, and ability to follow through on whatever you ask of the candidate.

Good pre-screens ask 5-10 questions and enable you to shortlist the candidates based on the actual answers to the questions and what you observe. Please see the Appendix for sample pre-screening questions and when creating your own consider what you need to know to quickly figure out whether you should proceed with an interview.

You may want to ask the candidate to do something like send you a copy of a certification or link to their LinkedIn profile, etc. just as a way to see if the candidate follows through.

If the candidates' answers or actions demonstrate they are not right for the job, i.e., not qualified to the level required, has unrealistic expectations, doesn't meet the minimum criteria, etc., then it is appropriate to advise them that you are conducting prescreens to establish suitability and they will be contacted directly if they are shortlisted for an interview. If the candidate meets your requirements and handles the prescreen well, you can either invite the candidate on the spot to come in for an interview or let the candidate know you will call back to arrange an interview before a certain established date. Keep good notes throughout the process as well.

RECRUITMENT PROCESS

Screen Candidates / Continued...

Interviewing Candidates

Interviewing can be done one-on-one, with a group (i.e., a couple team members), or a series of interviews and may be done in person or over video conference. Having team members included is a great way to ensure fair evaluation of candidates.

HINT: Candidates should not be interviewed as a group unless they are aware and give advance consent to participating in the process with others, e.g., such as happens by attending a career fair or open house.

Question Preparation

Prepare open-ended questions for the interview to address the job requirements (qualifications, experience, education, knowledge, skills, attitudes, values, etc.). Plan to ask all interviewees the same basic questions, but feel free to probe for more to ensure you understand what you need to know and also to clarify discrepancies or gaps in the information you received from the candidate.

You can ask questions about the past, present or future and include topics on:

- ▶ Behaviors - about what a person has done or is doing
- ▶ Opinions/values - about what a person thinks about a topic
- ▶ Feelings - note that candidates sometimes respond with "I think ..." so be careful to note that you're looking for feelings
- ▶ Knowledge - to get facts about a topic
- ▶ Sensory - about what people have seen, touched, heard, tasted or smelled
- ▶ Background/demographics - standard background questions, such as education, experience, ability to drive, serve alcohol, work in Canada, etc.

Screen Candidates / *Continued...*

Interviewing Candidates

Interview Setup

If you are interviewing in person, choose a setting with little distraction. Avoid open areas, loud noises, etc. Pick a neutral area so the person will feel comfortable, i.e., not across your desk but rather at a table in a private area. Be sure that the area is booked in advance, so you know it will be available once the person arrives.

If you will be interviewing online, ensure your technology is set up in advance and the online meeting “space” is booked. Contact the candidate to arrange the interview if it wasn’t done during the prescreen. Be clear about date, time, and location (send the invite link if online) and leave a contact number if the person is unable to make the interview at the last minute.



NORTHERN BC JET BOAT TOURS, TERRACE



RECRUITMENT PROCESS

Screen Candidates / Continued...

Interviewing Candidates

Interviewing

Just prior to the interview beginning, review the application and your pre-screen notes to establish which areas of the person's background you will want to probe deeper.

Relax, be honest, and keep your sense of humor, because an interviewee will sense your state of mind! Beyond that, remember to:

- ▶ Keep eye contact & SMILE! You represent your organization, and a recruiting interview is as much about the candidate liking the company as it is about your liking the candidate.
- ▶ Greet the candidate and establish rapport. Engage the person in conversation or small talk to make them feel comfortable. "Thank you for meeting with me, I appreciate you taking time out from your day."
Sample icebreakers:
 - "Did you have any trouble logging on/ finding us?"
 - "Did you have a good weekend?" (If applicable)
- ▶ Explain the purpose of the interview and how the interview will progress.
- ▶ Explain details of the company and position.
- ▶ Ask if the person has any questions and let the candidate know how their questions will be handled.
- ▶ Don't count on your memory to recall answers. Inform the person that you will be taking notes throughout the interview.
- ▶ Start out with easy questions and work up to the more in-depth questions from your question list.
- ▶ Leave time for the candidate to ask questions. Invite them to contact you after if they have any other questions.
- ▶ Before thanking the candidate and ending the interview, explain how the recruitment process will proceed from here and when the candidate can expect to hear from you regarding next steps.
- ▶ After the interview ends, review your notes, clarify any areas missed or rushed, and document your observations, impressions, and evaluation of strengths, weaknesses and how well the person fits the position you are hiring for.

For more interview dos and don'ts please see the Appendices.

Screen Candidates / *Continued...*

Background/Reference Checking Candidates

If a selected final candidate (i.e., finalist) is not already working with you, reference checks and background checks (e.g., on education or licenses) are highly recommended. However, they often get a bad rap because you ask the finalist(s) who you can contact as references and what candidate is going to give someone who says something bad or thinks badly of them?

While this may be true, if a candidate gets this far in the process, the reference checks are more than just confirming job titles and length of time at each job, they are about establishing the type of culture and environment the candidate will do well in as well as details about the candidate's style, outlook and approach so that you can be a better manager for that individual. See the Appendices for reference checking questions.

When asking a candidate for references, the more senior the role, the more reference viewpoints you want. For a standard position, you ideally want enough that you can contact three references with at least two of the references being prior managers. Having character references is also acceptable, particularly for youth and people who haven't worked in Canada before.

As you conduct reference checks, don't be shy about asking for more details or examples. It is also good practice to share

information about the job you are hiring for, so the reference has context when answering your questions.

If a particular certification, license, education or experience is required for the job, ask for proof to confirm the candidate has it. E.g., ask to see the person's driver's license and abstract, degrees, designations, etc.

Reference checking along with other screening steps (e.g., multiple interviews, pre-employment testing (as needed), verification of education, social media review, etc. bring invaluable perspective to your recruiting process and if done well (and with the candidate's permission), will minimize the risk of making a bad hire.



RECRUITMENT PROCESS

Select & Hire Candidates

Your screening activities are intended to identify viable candidates as well as indicate how well each person will match the job opening. No one is ever a perfect match, and you don't want someone perfect anyway because they will get bored too soon and leave.

At the same time, if you have more than one candidate to choose from, you may need to think carefully about what candidate profile or combination of skills and experiences, motivations, and fit are the best formula for you. Although not a perfect science, noting the key pros and cons of each viable candidate and comparing side by side can help narrow the field. Please see the Appendices for a candidate evaluation tool.

Presuming you are able to select the finalist(s) to whom you want to make an offer, you are ready to draft and send out the written offer on behalf of your company.

HINT: We are experiencing a candidate-driven market so the employers who move quickly through their recruitment process ensuring candidates are aware of where they stand and what to expect will have more success than those who leave candidates wondering. Being responsive and making the time to ensure you can quickly move from sourcing candidates to making offers will enable you to win at recruiting.

Select & Hire Candidates/ *Continued...*

To do so:

- ▶ Prepare the offer letter(s) in accordance with the position, what is fair in the company, and in alignment with what you have already discussed with the candidate.
- ▶ Call the finalist(s) and let them know to expect the offer.
 - *If sending by email, share your excitement and emphasize why s/he will be a great fit for the job and company. Ensure the candidate knows how to get hold of you for questions and when you need to hear their reply by. Give a few days (even more where possible) to ensure the candidate doesn't feel pressured to accept. It is tempting to discuss the offer with the finalist over the phone before the finalist has seen the offer; however, that is not advisable. Compensation is only one aspect of employment and having the opportunity to view the entire contract including benefits and perks enables you to present the most attractive and complete picture to your future employee. Then send the offer via email.*
 - *If meeting with the finalist, set up a meeting date, time and place to present the offer and convey your excitement about working together.*
- ▶ Give a reasonable time before following up with the finalist(s) and answering questions (even negotiating) as needed. If the candidate makes additional requests or tries to negotiate, hear them out and consider accommodating. If their asks are not doable, be prepared to explain why, and to offer to review the request in the future (e.g., after 1 month on the job or being trained, etc.). If you commit to a future review, ensure you follow through and only promise what you can deliver!
- ▶ If the offer is accepted, Hooray!
 - *Ask for a signed copy and call or email the new hire(s) with information regarding onboarding and their first day. Ensure he/she knows what to bring (e.g., lunch, void cheque, etc.), how to dress, what time to arrive, and where to park on the first day.*
 - *Advise unsuccessful candidates the position is closed. If you will keep their information on file for future consideration, let the candidates know.*
 - *Take down the job ads and close the recruitment file.*

RECRUITMENT PROCESS



HIGH ON ICE FESTIVAL, FORT ST. JOHN



Select & Hire Candidates/ *Continued...*

Making an Appealing Offer

There are two aspects to making your offer appealing to your chosen candidate:

- ▶ **The style:** Write the letter to be welcoming and reflect your culture as well as what you have discussed during the selection process.
- ▶ **The content:** Include the information which the candidate needs to make a decision as well as any clarifying details the candidate needs to know.



Select & Hire Candidates / *Continued...*

Making an Appealing Offer

There are several factors that can influence candidate's decision-making. It is important to find out more about the individual priorities during the selection process. Having the right information will allow you to present a more appealing offer. Although each generation may prioritize differently, the common factors candidates ask about are:



RECRUITMENT PROCESS

Select & Hire Candidates / *Continued...*

Making an Appealing Offer

When preparing an offer, ensure you include:

- ▶ Job title and who the job reports to,
- ▶ Start date (and end date if seasonal),
- ▶ Responsibilities (consider attaching the job description),
- ▶ Compensation (wage or salary, commission as well as pay method and timing),
- ▶ Benefits and perks, and
- ▶ Hours of work and/or schedule.
- ▶ Terms and conditions such as probationary period (maximum 90 days in BC).
- ▶ Details how resignations or termination are to be handled should they become necessary.
- ▶ Confidentiality of information obtained through work.

Share with them a copy of the employment agreement (templates and info available from [go2hr](#) should cover all of these elements.)

HINT: The growing demand for tourism workers requires more flexibility and creativity in making appealing job offers and even though compensation should be confidential, people talk! Thus, it is important to keep things fair between existing and new employees. Establishing inequalities in pay and benefits by offering a better package to a new employee is not sustainable as it undermines your employees' trust and loyalty to your organization. Set realistic expectations throughout the recruiting process (i.e., avoid overselling and making promises which aren't guarantees) to avoid future challenges like wage compression and dissatisfied staff.

RECRUITMENT PROCESS



ORIENTATION & TRAINING

The highest risk of employee turnover occurs within a new employee's first year of employment. Reasons behind individual turnover are many, but two underlying themes consistently appear:

- ▶ The employee is new and isn't fully invested with your organization, and
- ▶ The newly hired employee's expectations are not being met as quickly and/or fully as anticipated.



ORIENTATION & TRAINING

FLY FISHING GUIDED GROUP TOUR

Effective recruiting processes where you promote your organizations strengths and set realistic expectations around the job, team and organization can reduce the instances that an employee's expectations aren't being met, but a robust orientation is the linchpin of the employee assimilation process because it quickly engages the employee in your organization and enables the employee to get up to speed. The value of the orientation means it is critical for a manager to get this process right.

The goals of an effective orientation include:

- 1 Teaching new employees how to do their jobs
- 2 Ensuring new employees have the resources and tools and abilities needed to do their jobs (and get what is necessary to meet these expectations)
- 3 Helping new employees understand the value of the role they play in the overall success in the company, and
- 4 Connecting new employees within the team.

ORIENTATION & TRAINING

The manager of the new hire plays an important role in onboarding and is responsible for setting the new hire up for success. It is important to have realistic expectations for the learning progress and communicate the anticipated goals to the new employee as well as ensure the orientation achieves the goals as set out. Managers must be involved from the outset, give and seek feedback frequently, address questions and concerns promptly and provide ongoing guidance and support during the initial week and beyond. Ongoing check ins, mentorship and reassurance turn a new hire into a happy and productive employee. In the first week, it is a priority to ensure the new employee knows:

- ▶ What the job is all about including the key goals and duties as well as how to work safely
- ▶ Who the customers are (internal and/or external)
- ▶ Who to go to for help and questions
- ▶ What tools, resources, procedures and systems to use and follow, and
- ▶ Where they and their team fit in the big picture of the business



WATERLILY BAY RESORT, TERRACE

ORIENTATION & TRAINING

It can be helpful to assign one or two more experienced team members to take the new hires under their wings and to show them around as there is nothing worse than not being able to find the bathroom or knowing where everyone goes on break for someone new and looking to fit in.

Ensuring this first week goes off without a hitch requires preparation and a plan. Consider how you may adjust this plan if you need to do the orientation virtually.

- ▶ Have the paperwork (e.g., TD1s, direct deposit form, employee manual) and tools (e.g., computer, phone, access card/key, email, uniform) ready.
- ▶ Introduce the new person to the team.
- ▶ Do a tour! Familiarize the person with the amenities (kitchen, bathroom, parking, communal food and beverages, etc.) as well as safety facilities (muster point(s), fire exit(s), first aid kit(s), fire extinguisher(s), first aid attendant(s), etc.
- ▶ Discuss important policies and procedures (attendance, time tracking, appearance, respect, safety, etc.) and ensure any required training or certifications are completed and documented.
- ▶ Spend time explaining the company culture that is unique to your business. Share the values, traditions, inside jokes, jargon, etc. to help new hires feel that they belong!
- ▶ Plan a lunch or some team fun can be a good way to make your new employee feel like a part of the team sooner.
- ▶ Consider offering training on cultural sensitivity which is valuable to all staff, whether connecting with international coworkers or customers. Perception of authority, methods of approaching male/female individuals, communicating personal thoughts, ideas, feelings, giving and understanding feedback, recognizing boundaries, etc. look different in different cultures and talking about differences helps people recognize and respond effectively when differences arise.

You can make learning about the company fun and interesting by incorporating various methods (on the job training, group presentation, one on one meetings, social activities, etc.) and media (videos, presentations, written documentation, etc.)

Please see the Appendices for a sample orientation checklist for a new hire.



CONCLUSION

HIKING CHINA KNOWS PEAK, HUSTON

54



NORTHERN BC
TOURISM ASSOCIATION

TOURISM RECRUITMENT PLAYBOOK FOR NORTHERN BC



CONCLUSION

Using all the recruitment methods and tools in your toolkit and putting your best foot forward with a strong employment brand and positive candidate experience are the building blocks of successful recruitment.

Doing a great job of recruiting makes the rest of the job of being a boss much easier because recruitment is the foundation of the employment relationship. Strong onboarding practices, good communication and a commitment to being a strong leader usually take care of the rest.

HAPPY RECRUITING!



APPENDICES

PIONEER VILLAGE, DAWSON CREEK



Job Description Template

Title	
Reports to	
Department/Team/ Location	
Purpose	
Functions, Responsibilities and/or Duties	
<ul style="list-style-type: none"> ▶ ▶ 	
Working Conditions	
<ul style="list-style-type: none"> ▶ 	
Position Requirements <i>(Education, Experience, Qualifications, Knowledge, Skills, Abilities, Characteristics, Qualities, etc.)</i>	
<ul style="list-style-type: none"> ▶ 	

APPENDICES

Web and Print Job Posting Examples

Internal Web Ad (i.e., Company Website)

Full-time Seasonal Travel Coordinator

We are the EXQUISITE ADVENTURES company and we have been guiding guests from all over the world on adventures of a lifetime since 2006. We are looking for a new team member willing to pitch in anywhere but with a primary focus on guest logistics because we help our guests get to our remote hideaway. Don't worry about education or experience, we will train you! It is more important to us to have someone who enjoys working in a busy, fast-paced team environment where no two days are the same. Shifting between email, video conference, phone, and in person, our Travel Coordinator will be part concierge, part travel agent, and part tour guide. Answering questions and arranging access to amenities and services; booking planes, trains and automobiles to get guests from Vancouver to our cabins and sharing what kinds of experiences they can have when they get here make you a key person in our guests' experience. Additionally, this is a wonderful opportunity to get started on a career in guiding as you will learn the business from the ground up. All our guests are on vacation, and you get to share their excitement and help make the experience wonderful. Learn more about our culture and what makes us great to work for on our "About Us" page.

Our most successful employees are quick learners, resourceful, able to juggle (not literally), reliable, and good at following through on the details. Enthusiasm, high energy, and passion for outdoor adventures and ecotourism will make you a "good fit" for our company and the industry in general.

For the right person, we offer a good compensation package (\$25+/hour), full-time seasonal work (June-October) with lots of flexibility of scheduling, a fun team of like-minded people, and a great place to work in the beautiful North. We promote from within as well, so you can grow your skills and earning potential each season you work with us. Apply now by clicking the link or sending your resume and cover letter to Iwantajob@exquisiteadventures.com. Our season starts soon, so please don't delay.

We thank all candidates for their interest and look forward to meeting our future teammates.

External Web Ad

External Web Ad

Full-time Seasonal Travel Coordinator

We are the EXQUISITE ADVENTURES company and we have been guiding guests from all over the world on adventures of a lifetime since 2006. We are looking for a new team member willing to pitch in anywhere but with a primary focus on guest logistics because we help our guests get to our remote hideaway. Don't worry about education or experience, we will train you! Shifting between email, video conference, phone, and in person, our Travel Coordinator will be part concierge, part travel agent, and part tour guide. This is a wonderful opportunity to get started on a career in guiding as you will learn the business from the ground up.

People who enjoy working at EA are quick learners, resourceful, able to juggle (not literally), reliable, and good at following through on the details. Enthusiasm, high energy, and passion for outdoor adventures and ecotourism will make you a "good fit" for our company and the industry in general.

For the right person, we offer a good compensation (\$25+/hour), full-time seasonal work, a fun team of like-minded people, and a great place to work. For more information or to apply, please visit: exquisiteadventures.com.

We begin training near the end of June, so please apply by June 15th.

APPENDICES

Web and Print Job Posting Examples

External Print Ad (Classified)

Wanted: FT Seasonal Travel Coordinator for EXQUISITE ADVENTURES

We will train. You are enthusiastic, high energy, and passionate about outdoor adventures and ecotourism. Get paid while participating in our guests' vacations of a lifetime. \$25+/hour. Send resume to lwantajob@exquisiteadventures.com asap.

Sample Auto Response

Thank you so much for your interest in our position. We are doing our best to review applications within 3-5 business days. We will be directly contacting qualified candidates to gather more information and discuss the position and their suitability in more detail and expect to complete our hiring process within two weeks.

If you are interested in joining our community and being one of the first to learn about what we are doing, please follow us on [social links].

Sincerely,

Sample Prescreen Questions

- ▶ Are you currently working? If yes, why are you looking to leave?
- ▶ What interests you about this role?
- ▶ How did you hear about this position?
- ▶ Are you legally able to ...serve alcohol, work in Canada?
- ▶ Do you have a ... driver's license, first aid ticket, etc.?
- ▶ What hours of work are you available for?
- ▶ What are your wage expectations?
- ▶ How soon would you be available to start if you were hired?

APPENDICES

Interview Dos and Don'ts

Interview Dos

- ▶ Start with casual conversation to break the ice with candidates as they are often nervous,
- ▶ When preparing questions, use open-ended questions wherever possible. Candidates should be able to choose their own terms when answering questions. Avoid starting questions with “do you,” “have you”, “can you” questions, because they lead to yes/no answers. Consider using the phrasing ‘Tell me about a time...’.
- ▶ Be neutral. Avoid judgmental or evocative wording that might influence answers and don't show strong emotional reactions to responses such as furious notetaking on a specific answer or emphatic agreement with a comment.
- ▶ Actively listen and encourage responses with occasional nods of the head, “uh huh's.”
- ▶ Ask questions one at a time.
- ▶ Probe for more information to get further clarification. E.g., “Why did you do what you did?,” “How did that work for you?”
- ▶ Use clear wording and be prepared to rephrase questions if the person doesn't understand.
- ▶ Stick to the 80/20 rule. The interviewee should talk 80% of the time and you should talk 20% of the time.
- ▶ Give the person time to think. If the applicant is struggling, encourage the person to “take some time, no hurry.” There is nothing wrong with silence because it demonstrates that the person thinks before speaking/acting.
- ▶ Use inclusive pronouns (they, your, etc.)

Interview Dos and Don'ts

Interview Don'ts

- ▶ Steer clear of asking leading questions. If you tell the interviewee what you want to hear, that is the answer you will get. E.G., “why do you think that a sense of humor is important?” (Even if the person does not think humor is important, that person would be hard pressed to say so with this question.)
- ▶ Don't use rapid fire questions. Ask one question and then probe further and give your candidate time to answer.
- ▶ Speaking loudly if the person doesn't understand you won't solve the problem because the person simply needs clarification.
- ▶ Avoid losing control of the interview. This can occur when candidates stray to another topic, take so long to answer a question that time begins to run out, or even begin asking questions to the interviewer.
- ▶ Don't get stuck on a question waiting to hear what you want to hear. If the person is really struggling, then make a note to come back to that point later once the interviewee is less nervous.
- ▶ Avoid asking questions about a protected ground such as a person's race, religion, family or marital status, sexual orientation, age, nationality, physical and/or mental disability, etc. which are covered under human rights legislation. (Even questions such as “When did you come to Canada?”, “How old are your children?”, “What did your mom do when you were growing up?”, “When did you graduate?” may be inappropriate. If in doubt, don't ask, because you can always call the candidate later after ensuring the question is legitimately occupationally related.

APPENDICES

Interview Dos and Don'ts

Interview Don'ts

Examples of Interview Questions which should be avoided in most circumstances are:

1 How old are you?

Unless the age is a Bona Fide Occupational Requirement for the job (e.g., minimum age to serve alcohol), you should not ask this question. Instead ask 'Are you legally able to serve alcohol?', 'Do you have a driver's license?'.

2 Are you pregnant?

Only appropriate if the job duties constitute a potential hazard which may cause harm to a baby (e.g., working with chemicals, heavy lifting). Instead ask 'Are you able to meet the physical requirements of the job?'.

3 Are you planning to have children? Do you have any children?

These types of questions relate to family status which is a protected ground in Human Rights legislation. If the job has elements which you know may be difficult for parents, (e.g., extensive out of town travelling or overnight shifts required), you may advise an applicant, saying: "This position requires the incumbent to work overnight shifts 4 times a week or travel 80% of the time. Are you willing and able to do this?" Note that you are not asking directly but inviting an applicant to share his/her concerns with you.

4 Where are you from? What is your country of origin?

This is a very tricky question. While it might seem harmless if asked in different circumstances, we discourage you to ask this one during the interview. If you want someone who can speak multiple languages, simply ask what languages the candidate can read and write fluently.

Interview Dos and Don'ts

Interview Don'ts

5 **Are you married?**

You cannot ask your applicant about their marital status, as it is one of the grounds covered in Human Rights legislation.

6 **Do you go to church? How often?**

Religion is a prohibited ground of discrimination. If the job requires an applicant to work Sunday mornings, you can advise an applicant about the schedule and again ask if they are able to work it on a regular basis.

7 **Have you been in an accident? How did you end up in a wheelchair?**

While perhaps acceptable in a personal conversation, this is not an appropriate question for someone in an interview. Stick to requirements of the job and if mobility is needed describe a typical workday and job duties in detail so that the applicant can determine whether to proceed.

APPENDICES

Reference Check Questions

Use 3-5 questions (samples below) for your reference checks. Be sure to use the same questions for all candidates.

- ▶ How do you know the candidate? (What was your relationship with the candidate?)
- ▶ How long have you known the candidate for? (When were they employed with your organization?)
- ▶ What job(s) did they hold while employed with your organization?
- ▶ What were their primary duties?
- ▶ Please describe their work performance (e.g., quality of work, quantity of work, attendance, ability to work with others, initiative, communication skills, organization skills, interpersonal skills, technical skills, etc.).
- ▶ What were their achievements while employed with your organization?
- ▶ Can you give one or two examples of when they have gone above and beyond?
- ▶ What are their strengths? Areas for development?
- ▶ What environment is this person best suited for?
- ▶ How would you describe their communication skills?
- ▶ How do you describe their organizational skills?
- ▶ How would you describe their attitude and personality?
- ▶ How would others (e.g., peers, subordinates, suppliers, customers, etc.) describe them?
- ▶ How do they handle conflict and pressure?
- ▶ Would you rehire them? Why or why not? (If applicable) Why did they leave your organization?
- ▶ We are considering hiring them as a _____ Knowing this, is there anything else you would like to add about their suitability for this position?

Candidate's Evaluation

Job:

Date:

Criteria	Candidate:	Candidate:	Candidate:	Candidate:
Education				
Experience				
Credentials				
Skills				
Qualities				
Working Conditions				
Fit				
Aboriginal Ancestry				
Total				

RATING SCALE:

1 - Does not meet the criteria

3 - Meets the criteria to the level required

* Ensure you evaluate candidates on job criteria, not comparing them to each other.

2 - Minimally meets the criteria

4 - Exceeds the criteria

APPENDICES

Orientation Checklist

DAY 1	Completed ✓
Welcome and learn about the Workplace	
▶ Welcome the employee and explain the orientation	
▶ Explain the rules concerning parking of a personal vehicle	
▶ Tour of the workplace	
▶ Introduce colleagues and their positions (Encourage connections)	
▶ Show the location of:	
• Workstation/office/lockers	
• First aid kit(s) and fire extinguisher(s)	
• Emergency exit(s) and muster point(s)	
• Lunch/break area	
• Washroom(s)/ showers	
• Bulletin board(s)/filing cabinets/online files	
• The system of recording time worked (if applicable)	
• Tools & equipment	
• Amenities	
▶ Complete required documentation (tax, payroll, etc.)	
▶ Provide employee handbook and review key policies (have employee sign and return form on Day 2)	
▶ Provide equipment service manual/office orientation and have employee review each piece of equipment	
▶ Health & Safety Checklist (go2HR Resource)	

Orientation Checklist

DAY 1	Completed ✓
Business Orientation	
▶ Review the mission, statement of values, and vision of the business	
▶ Discuss competitors, your relationship with them, and what makes your company unique	
▶ Review organization structure	
▶ Review position of purpose and expectations	
▶ Discuss organizational culture; the way work gets done (formal & informal relationships)	
▶ Provide marketing materials for review (e.g., website, brochures, videos, etc.)	
Job Orientation	
▶ Review job description, tasks, hours of work, time tracking, etc.	
▶ Clarify the manager's expectations and standards	
▶ Explain how this position relates to other positions within the business	
▶ Review what will take place during the probationary period as well as the evaluation criteria	
▶ Give access to:	
• Policies & Procedures	
• A list of work telephone/extension numbers for other employees	
• Passwords for all necessary software/computers/phones, etc. (if applicable)	
• Policies regarding health and safety	
• MSDS/WHMIS training	
• Building Keys/Fobs/Security Codes (if applicable)	

APPENDICES

Orientation Checklist

DAY 1	Completed ✓
Beginning of Job Training	
▶ Allow the employee time to settle in at workstation	
▶ Begin training specific to the position	
▶ Assign a mentor/buddy as a “go to” in the manager’s absence	
▶ Explain any specific procedures regarding job safety	
DAY 2	
Policies and Procedures of the Business	
▶ Review expectations, processes and standards (for example):	
• Methods of communication within the business	
• Quality standards	
• Performance review process and forms	
• Procedures for managing complaints	
• How to report incidents or accidents	
• Meetings, training and/or professional development opportunities	
• Procedures concerning participation in benefits	
• Goals for the probationary period	
▶ Answer questions on policies and procedures in the handbook and collect handbook acknowledgment form	
Continue training on the position	

Orientation Checklist

DAY 3 and following days...	Completed ✓
▶ Provide feedback on the progress of the new employee	
▶ Listen and encourage the new employee to ask questions	
▶ Establish a base of confidence and communication	
<p>Important: By the end of the first week, follow up with the employee regarding:</p> <ul style="list-style-type: none"> ✓ Information ✓ Progress ✓ Obstacles ✓ Assistance and support required ✓ Necessary learning 	
1-2 weeks prior to the end of the Probationary Period	
▶ Complete probationary performance review	
▶ Confirm expectations for job quality & efficiency, attendance, and conduct	



TOURISM RECRUITMENT PLAYROOM FOR NORTHERN BC | FEB 2022

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