

# Finding the Right Fit



## Attraction Strategies & Best Practices

## Contents

Introduction .....	2
Employee attraction strategies used by employers in Elgin, Middlesex, Oxford and London .....	3
Leverage Your Allies:.....	3
Being an Employer of Choice: .....	4
Attraction and Interview Process:.....	4
Financial Incentives: .....	5
Flexibility of Work:.....	5
How to write a killer job description .....	6
Recruitment checklist for small and medium businesses .....	8
Attracting Workers Tip Sheet.....	10
Success Stories .....	12
A journey through Apprenticeship .....	12
Investing in employees drives CARPROOF in the right direction .....	13
Working with Youth Opportunities Unlimited helps Steamers find the right talent.....	14
Tapping into talent through networking .....	15
A co-op win for Clarendon .....	16
A second chance at a career in demand.....	17
Top five tips to attract the right fit .....	18

## Introduction

Attracting and keeping skilled employees is important and sometimes difficult for today's businesses.

In the 2016 EmployerOne Survey, employers identified expansion as the number one reason for anticipated hires in the coming year. This, along with 36% of employees 'quitting' their employment, (of separations reported for 2015 by employers completing the 2016 EmployerOne Survey), indicates the potential for a great deal of movement in the local labour market.

This document contains various tips and tricks to help you make your company attractive to employees so that you can find the talent you need to help your company grow and prosper.

Starting with a literature review of best practices to attract top talent, your Local Employment Planning Council (LEPC) continued to interview key stakeholders to hear what they had to say about finding the right person. We hope you find these ideas helpful as you look for new ways to find the right fit.

We would like to acknowledge the local economic development offices, employers, and Workforce Planning groups for their assistance in helping us create and share these strategies and best practices to help your business attract & retain the right talent.

This is a living document. We encourage employers to contact us with any of their best practices in employee attraction.

## Employee attraction strategies used by employers in Elgin, Middlesex, Oxford and London

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### Leverage Your Allies:

1. Use of Employment Ontario service offices
2. Hire from recommendations of existing staff
3. Referral bonuses, both financial and non-financial
4. Cooperative programs from high school and post-secondary
5. Use of community partners to advertise posting
6. Use of industry-specific job search agencies (especially in agriculture)
7. Partnering with other local employers to host joint job fairs
8. Word of mouth, especially to family and friends, including youth
9. Tactical use of a variety of methods
  - Example: professional recruiter for top level talent, salesperson through Workopolis
10. Other methods:
  - ✓ Company website
  - ✓ Digital job boards
  - ✓ Physical job boards
  - ✓ Social media
  - ✓ LinkedIn
  - ✓ Knighthunter
  - ✓ Kijiji
  - ✓ Monster
  - ✓ Facebook
  - ✓ Indeed
  - ✓ Industry-specific websites and publications
  - ✓ Job agencies
  - ✓ Online job boards
  - ✓ Western & Fanshawe Career Services
  - ✓ Local high schools
  - ✓ Career fairs
  - ✓ Work in Oxford
  - ✓ Brant Jobs
  - ✓ Recruiters
  - ✓ Local newspapers
  - ✓ Employment Ontario Services

### *Employment*

**“Work has become more complex. Employment is more demanding.”**  
(Local Employer)

## Being an Employer of Choice:

1. Lots of training before work starts, which also keeps workplace safe, and protects against damage or misuse of assets
2. Include diversity in the work environment
3. Strong branding, including strong social media
4. Helping youth obtain the skills to get a job, whether or not it is within the same company



## Attraction and Interview Process:

1. Interviewing many people per position to ensure the best fit
2. Not filling jobs when the right fit isn't there
3. Honest job descriptions, which include and encourage diversity
4. Look primarily for employees' hard skills, with a background in the sector
5. Remember that skillsets can be more important than years of experience
6. Hiring for a variety of positions at once
7. Signs on the side of the road expressing job opportunities available
8. Providing information with housing options in the rural community
9. Commitment to strong marketing techniques while advertising job opportunities, including social media
10. Include your corporate culture in the job description, and make sure job seekers understand the workplace culture
  - a. The work could be physical
  - b. There could be overtime
  - c. Might have to work weekends
11. Ethics in recruitment practices
12. Use of storytelling to help paint a picture of working at your business while recruiting candidates (ie. What's your workplace culture?)
13. Remain aware of geographies listed in the job descriptions
14. Paid Internship programs
15. Apprenticeship programs

### *Advancement*

**"If you want something  
you have to be  
accountable"**  
(Local Employer)

## Financial Incentives:

1. Financial incentives for specific jobs or in specific time frames
2. Salary plus commission/bonus for overtime or out of regular hours of work
3. Signing bonuses
4. Provide small travel allowance
5. Provide some small perks. Free bagels on Fridays and dry-cleaning pickup and delivery may seem insignificant to you, but if they help employees better manage their lives, they'll appreciate it and may be more likely to stick around.
6. Use contests and incentives to help keep workers motivated and feeling rewarded. Done right, these kinds of programs can keep employees focused and excited about their jobs.



## Flexibility of Work:

1. Flexible work hours to accommodate family/personal needs
2. Provide steady work hours
3. Option of working from home
4. Compressed workweeks.
  - Example: four 10-hour days
5. Part-time work
6. Job sharing. This is a structured form of part-time work, with various models. A 50:50 split is common but not the only option. Some employers find it best that both workers have at least one day in common, so they can share information and brief each other on current tasks and issues



## *Inclusion & Diversity*

**“Everyone is dealt a different hand of cards.”**  
(Local Employer)

## How to write a killer job description

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“The Ultimate Hiring Toolbox For Small and Medium Businesses” by LinkedIn Talent Solutions, Summer 2016

### Job title

Having a job title that is findable and straightforward is important. When you write out your job title, make sure that it is:

- Honest and doesn't exaggerate the role's importance.
- Search friendly – don't try to be too creative with the title. Candidates won't look beyond the title if they don't understand what you're looking for, so stick with common keywords that are self-explanatory.
- Free of gender or age implications.
- Descriptive of how the role ranks with other positions in the company.
- Comparable to similar jobs in the industry.

### Why join us?

This is the company overview section. Use it to describe why the candidate should join your company and try to keep it concise. Think about including:

- Your company's mission, vision, and values.
- A description of the culture and the team the candidate would join.
- Your company's past successes and industry impact.
- Any benefits the employee can expect.
- The company growth metrics.

### What we're looking for

This is your opportunity to describe your ideal candidate, and hopefully grab the attention of prospects that fit the description. Consider including:

- The traits the candidate you're looking for should have and key job requirements.
- The skills and experience that are essential for the role.
- The attributes of top performers at your company.
- If the position is full-time or part-time, paid or unpaid, or an internship.
- The location and whether or not travel is required (and how much).

## The impact you'll have

Illustrate what the candidate's day-to-day will look like and the opportunity she or he will have for career advancement.

- Express the value the position has within the company.
- Describe the role and responsibilities. Try to include 5-10 responsibilities.
- Begin each responsibility with an action verb in present tense. For example, "drive product naming" or "elevate the client experience."
- Include details on who the person would report to and where that person falls within the company's structure.
- Don't try to hide drawbacks with clever language – consider adding a "worst part of the job" section.

## Sound like you? Apply now!

Make the application process easy.

- Optimize your careers page for mobile.
- Save candidates some time by allowing them to apply with their LinkedIn profile.

## Learn more about (your company)

Use this section to include any further relevant information about your company.

Try embedding a company culture video to mix things up!

## Contact information

Don't make the mistake of leaving out contact information. Include the recruiter's email and phone number so that applicants can apply and ask questions.



# Recruitment checklist for small and medium businesses

Tips for success for recruiting entry, technical and management staff

## 1. WEBSITE

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- Review your company website from a job seeker's perspective
- Is your website current and up to date?
- What is the pull for the Job seeker to want to work there?
- Is the career section informative and welcoming?
- Do you have team photos, activities, video testimonials etc?
- Check your job descriptions and postings. Is it clear, attractive and shares the value that this position has for your company? e.g. for a Customer Service role: "You give that most important first impression of all that we do"

## 2. SHARING THE OPPORTUNITY

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- Share the opening with your staff and networks
- Implement/encourage a reward referral system or program
- Explore free non-profit agencies or educational institutions who are here to help you and can assist in the promotion/recruitment/ funding resources for talent recruitment. (Some funding is attached to the status of the jobseeker- most funding requires pre-approval)
- Use social media to promote the position and link to your posting on your careers page
- Select the best places to promote your opening that is most likely to attract your targeted talent. (Free sites available: Job Bank, Indeed, Kijiji, London's Job Match Network, London Tech Jobs, Post-Secondary job boards. Etc.)
- Utilize Low cost Job boards such as Knighthunter, Magnet and others such as LinkedIn, Monster, Eluta, Workopolis, and Work in Oxford.

## 3. BE AN EMPLOYER OF CHOICE

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- Review applications daily for hard to recruit positions and respond quickly (Do not wait for deadlines, if they are applying to you then they will be applying elsewhere!)
- Are you competitive? Check that your wages, benefits, perks and working conditions are fair and well organized.
- Ensure that your professional development supports, company activities and communications are relevant and engaging
- Apply for recognition and reward programs that raise the profile of your company

## 4. BUILD YOUR PIPELINE

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- Attend Job and Career Fairs that have relevant target audience for your position (Visit LEDEC's [Job Fair Directory-Southwestern Ontario](#) to get started.)
- Build relationships and networks with educational institutions
- Build relationships with professional groups relevant to the talent you are trying to recruit
- Be a guest speaker
- Sponsor an event that targets the audience you want to attract or compliments your company
- Host a co-op or intern
- Host a company tour or open house
- Cultivate your local media by sharing company milestones, events and community contributions

## 5. RESOURCES

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- [LinkedIn: 2016 Ultimate Hiring Toolbox For Small & Medium Businesses](#)
- Benchmark Salary websites: Creative Earners, Canadian Job Bank, Glass Door
- Add company to the London Economic Development Corporation (LEDC) Business Directory
- LEDC London Magazine to help with recruitment to London for Candidates and their families
- Cultivate your local media by sharing company milestones, events and community contributions
- Concierge Package is a self-serve guide to London, Canada; found on the LEDC website
- Links 2 Work is an online employment resource website serving London, Elgin and Middlesex County.
- Worktrends.ca offers access to local labour markets, jobs, and training/education information for Elgin, Middlesex and Oxford counties
- Utilize Career Services at local colleges and universities to find the right candidate
- Visit the London Middlesex Immigrant Employment Council website: [www.LMIEC.ca](http://www.LMIEC.ca) for no-cost tools and resources for recruiting, hiring and retaining skilled immigrants.

Presented By:



## Attracting Workers Tip Sheet

A study was done by the Centre of Organizational Effectiveness, on behalf of the Local Employment Planning Council project, on finding ways for people to return to work after noticing that in our area many people that are of working age are not working or looking for work. We did some research, talked to many people in our region and also talked with employers and employment agencies.

Here are some tips from the study and a checklist that might help you as you think about attracting workers.

### Work with an Employment Service Agency – Free of Charge!

#### Tips

- Provide advice to employment agencies on the trends you are seeing in your industry
- Employment agencies can help you find the right person for the job – be specific on what type of individuals you are looking for

#### Check List

- We have a strong working relationship with 1-2 employment service agencies and their job developers
- We provide very specific information regarding the type of workers our business needs

### Application Process

#### Tips

- Consider hosting monthly “meet and greets” for people to come and ask questions, and drop off their resume. Make sure to advertise this day in the community.
- When possible, provide some feedback to those who did not get the job – for many it is very discouraging to continually apply and not get feedback
- Think critically about the qualifications that are required – are they necessary for the job?
- Consider using a skills test to prove qualifications in place of paperwork. Sometimes paperwork may be hard or impossible to obtain, particularly for people who come from other countries
- Consider a 2-step interview process (basic and then ‘on the job’) to see how well a person will do ‘on the job’

#### Check List

- We will have and advertise a ‘meet and greet’ for people to drop-off their resumes and meet with us once a week/month
- We have a process in place so that those who have applied and those we have interviewed receive timely responses and where possible feedback about their interview
- We review our job postings from the perspective of ‘must have’ and ‘nice-to-have’ qualifications
- When a job allows, we provide a skills test to prove qualification if paperwork of qualification is hard to obtain
- Where it makes sense, we have moved to a 2-step interview process (basic and then “on the job” to determine a fit

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## Getting the Word Out There

### Tips

- Post jobs on sites that are mobile friendly as most people are now accessing information over their smart devices and not computers
- Post your jobs on different sites so that more people can see what you are offering
- Advertise/ make it known that you are an employer that welcomes diversity
- Accept resumes that people bring in and advertise that people can bring in an application

### Check List

- We have checked to make sure all the sites we advertise on are mobile friendly
- We post our jobs on at least 3 different sites
- We will have and advertise a drop-in for people to drop-off their resumes and meet with us once a week/month

## Attracting & Keeping the Right Workers

### Tips

- Build a strong relationship with a local non-profit employment service agency. These agencies work with employers to assist them in getting the right person for a job
- Become more aware of the benefits of hiring internationally trained professionals; consider both international and national experience when hiring. There are employment service agencies that work with very qualified immigrants who can support you in this endeavour
- Consider the benefits of hiring a person with disabilities from the perspective of their strengths, skills and experience versus just seeing their disability. Work with an employment agency to help develop an accommodation plan that meets your needs.
- Learn about all the ways to subsidize accommodations for employees. Talk to your local employment service agency – they can direct you
- Consider ways to help people who have problems with transportation. Employer-sponsored or supported carpooling, employer-provided transportation like a van service, and employer-subsidized bus passes are some ways that others have used.
- Offer some benefits and pension

### Check List

- We know the different ways that we can be supported to accommodate employees with different disabilities
- We have a strong working relationship with 1-2 employment service agencies and their job developers
- We work with an employment agency that has expertise in working with people with disabilities, immigrants and Indigenous individuals
- If our business location or hours make it hard for people to get to work if they do not have a car, we have a variety of options to assist them (e.g. carpooling, bus passes, bus)
- Within our budget, we have benefits and pension to attract and retain employees.

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## Success Stories

How are local employers finding the right fit? Take a look at the following articles to discover even more ways local employers are finding the right fit.

### A journey through Apprenticeship

If you're a small business looking for new employees it can be tough to juggle the interview process, the hiring process and even finding an apprentice. But that is not the case for Capson Electrical Contractors. General Manager, Chad Brooks has been working with Angela, a job developer with the London Employment Help Centre (LEHC). Her services are absolutely free and she takes the time to write a job description along with interviewing candidates for the small company. Chad says Angela has been a huge help in finding him the right people for his positions. By finding the right candidates through the LEHC, Chad has been able to increase his retention rate, meaning that the people who get hired on, stay on.



Enter Kevin Philips. The 21-year-old had his grade 12 diploma and started asking people in his network if they knew of any places looking to hire. Turns out, his family had a friend who owned an auto body shop that needed a general labourer. Philips was hired and while he enjoyed vehicles, it wasn't something he was interested in doing for the rest of his life. His boss noticed his strong work ethic and dedication to the job and recommended he visit the London Employment Help Centre for help on his career.

Philips set up an appointment to meet with Angela at the LEHC and after learning that Philips was considering an electrical trade, she contacted Chad at Capson Electrical who was looking to hire a general labourer and eventually train them as an electrical apprentice. Angela was able to offer Chad the apprenticeship signing bonus, which provides up to \$2,000 for training an apprentice. Philips also utilized the Employment Support Fund, which would help him cover some of the cost of training and the equipment needed to start the job.

Philips will be starting his first term at Fanshawe taking the course 309A construction maintenance in March 2017. He'll be gaining the technical skills and knowledge in the classroom while getting hands-on experience at Capson Electrical Contractors – all while being paid! He says he enjoys that every day is a new challenge and that he gets to work through the right techniques from the electricians he works with. He'll have two more terms before he's finished school and has a few more years before he will become an electrician, but says it's worth the wait if he can master the trade.

Electricians are just one of the many skilled trades that are in demand in the London region and Chad Brooks will be working with Angela at LEHC to find more candidates in 2017. For a list of organizations that help support employment – whether you're a business or someone looking for a new career- visit [www.worktrends.ca](http://www.worktrends.ca). Visit [www.theapprenticeshipnetwork.com](http://www.theapprenticeshipnetwork.com) for more details on apprenticeship.



You want your business to succeed, but how do you make it happen? Have you created a company culture that attracts job seekers?

At CARPROOF, employees are encouraged to participate on committees that help them stay engaged and make their voices heard. The CARPROOF team

can join the Health and Wellness, Social, Corporate Giving, Health and Safety and Mental Health Awareness committees. Heather Coy-Robinson, CARPROOF's Director of Human Resources, reports that these committees play a significant role in the company's employee retention success.

Coy-Robinson and team use online job boards and LinkedIn to recruit new employees. She believes that a strong reputation and employer brand is a key attraction strategy for CARPROOF. The company also incentivizes their employees to tap their own networks for the talent search. To this end, CARPROOF's HR team developed "The Hire Games," awarding employees with points for sharing job postings, generating leads and eventually referring successful candidates. At the end of the year, the employee with the most points wins a trip for two.

CARPROOF also provides training and development to ensure people have the skills they need to be productive. They use the Canada-Ontario Jobs grant to help off-set the costs associated with training employees. CARPROOF also provides training for all new managers to ensure their team has the people-skills needed to manage a team.





It can be difficult keeping good employees, but what makes them want to stay? For some employers, it's as simple as providing a pay raise or extra vacation time, but what if your business just can't spare the extra capital?

For a small business like Steamers, having a family atmosphere in the workplace is just the answer. He says his staff are treated with respect and in turn maintain a certain sense of loyalty to the company. Brian Kliza says he has a real

bond with his employees and ensures his staff are recognized for going above and beyond the call of duty. In a small business it can be hard to offer staff the opportunity for advancement, but Kliza says he does offer more hours to part-time staff who show real potential.

Several years ago, Kliza connected with staff at Youth Opportunities Unlimited to utilize their programs and services to help acquire the talent he needed. He says it's taken out some of the risk in hiring new employees and finds that the people are ready to work when they come on board.

Here are some more tips for keeping your staff, when a pay increase just isn't the answer:

- More hours for employees who want to advance in the company
- Allow employees to switch shifts when they need a day off
- Work with Youth Opportunities Unlimited and other service providers to utilize employer programs or incentives
- Allow full-time staff to have weekends off and offer more hours to employees who show great potential
- Communicate with staff on an ongoing basis and recognize outstanding employees

Kliza says he would recommend other businesses utilize the free services provided by Y.O.U. to help lessen the risk of hiring new employees and to help find the right person for the position.



Imagine moving to London from a different country and trying to navigate the job market. That was the case for Jennyfer, who recently moved to London from Mexico. She had the skills and credentials to work in business administration but was having trouble finding a job. That's when she got in touch with WIL Employment Connections. By reaching out to the non-profit organization, she was able to connect with the owner of Konnexio during a networking opportunity with the Mentorship for

Immigrant Employment program of the London Middlesex Immigrant Employment Council (LMIEC). The LMIEC connects employers with immigrant talent to foster economic prosperity.

Back in May, the LMIEC held a TechConnect event, in partnership with TechAlliance and WIL Employment Connections, bringing together 30 employer representatives from the technology sector and 40 internationally trained individuals. At that time, Konrad Konnerth, president of Konnexio was looking for an Office and Sales Administrator. Jennyfer actively pursued the opportunity following the event and was hired with the support of WIL Employment Connections. Jennyfer says she enjoys her new role and the opportunity to showcase her wide range of skills. Not only is Jennyfer happy but Konrad says he was able to attract the right fit for the role.

Konrad has also utilized co-op students from Western University to help young adults gain the experience they need to enter the workforce and utilize the extra help. He says it was a great opportunity for his employees to mentor and learn from each other.

The following is a list of other ways that Konrad says are helping him find and keep his employees:

- Use job boards and social media to recruit candidates including posting on college and university sites, Knighthunter and LinkedIn, Facebook and Twitter.
- Is a member of TechAlliance (TechAlliance offers services to help start, grow and connect companies in many industries including digital media, the life sciences, advanced manufacturing, and clean technology.)
- Uses co-op students from Western University to find the talent he needs, allowing employees to mentor and learn new skills
- Offers steady work, even during "slow times"
- Has an open door policy with staff, open communication, and daily morning meetings
- Offers three weeks' vacation after two years and a health plan
- Offers flex-time, understanding there is a need for work/life balance. (ex. Allowing employees to come in early in order to leave early for an appointment).
- Taking time to hire an employee to ensure they are the right fit for the position.



## A co-op win for Clarendon

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In 2017, Clarendon Technologies Inc. will be adding a new employee who already fits in with the team thanks to a co-op program with Fanshawe College. David Gould is finishing up his Computer Programmer Analyst program, but he already knows what to expect after graduation. His program offered a co-op placement and Gould jumped at the chance. He says it allowed him to experience a real workplace setting and develop the skills he learned in the classroom. Gould spent several months at Clarendon where he was able to contribute to the team, understand the industry, and ultimately decide what type of business he wanted to work for.



"I'm so glad I used the co-op placement and experienced a working environment," says Gould. "I was given tasks, worked with a team and applied my skills and knowledge to meet our clients' needs." He says being at Clarendon helped him understand the industry and the role he could play within the supply chain sector.

Co-op education means a lot to the President of Clarendon, David MacNeill, considering he went through a co-op program when he was a student. "It's part of our company values," says MacNeill. "I really do see a value in contributing to someone's development. I also get to meet a potential employee, see how they fit with the team, utilize the knowledge and skills they've learned in school, and it saves on the cost of hiring a new employee," says MacNeill. He says he likes hiring students right out of college because they bring a new perspective to the company and are trained on some of the latest trends in technology.

Not only is there a cost benefit, but having Gould on staff during his co-op placement helped MacNeill establish the responsibilities of a new role. MacNeill says he knew the company was growing and needed to add a new staff member, so having Gould around helped him understand what responsibilities a Software Developer would have within Clarendon.

Gould says he can't wait to begin his new career following graduation and is lucky to have had the opportunity to experience the workplace. He says he can't wait to contribute to the team and is ready to utilize the skills he has as a Software Developer.



Have you ever wanted a change? Erika Turai, sure did when she moved to London. She was working a dead-end job for years, but wanted to find a career that would really take her somewhere. She started to do her research and with the help of WIL Employment Connections, was able to retrain at the Ontario Truck Driving School (with financial support) through the Second Career Program. “Without Second Career there would be no way I could have afforded the cost of retraining. I’m so grateful for the support I

received and the best part is, I now have a job that lets me be my own boss and gives me the freedom to make my own schedule,” said Turai.

The Ontario Truck Driving School works closely with employers in the industry to supply them with the skilled people they need for occupations that are in demand. According to Kate Klepadlo, who leads recruiting at Elgin Motor Freight, they hire over half of their employees from the school because they come well prepared with the skills and knowledge of their occupation. “We also continue to retrain our employees about every three months, to ensure they are up-to-date with the knowledge and skills needed to succeed within the industry,” said Klepadlo.

Unlike Erika, Tomasz Bumbul knew he wanted to get into the trucking industry, but wasn’t sure how he would pay for the training. He visited the London Training Centre, where they guided him through the Second Career process. He went through training at the Ontario Truck Driving School and was able to find employment at Elgin Motor Freight following one of their job fairs held at the school.

On the other hand you have Yoandris Castro. Castro was driving a truck in the oilsands in Alberta when he was laid-off. Castro moved back to London and went to the London Training Centre for advice. He found out about the Second Career program and was able to off-set some of the costs of getting his AZ license and gain the skills he needed to join Elgin Motor Freight as well. He has his sights on moving up within the company and is hoping to become an owner/operator of his own truck one day.



How do you find the right person to hire? Do you have a lengthy application process? Or do you hate the idea of hiring someone and would rather do it as quickly as possible?

According to a recent study conducted by the Centre for Organizational Wellness, through the Local Employment Planning Council project, there are many people who can work, but are choosing not to. After speaking with people, employers, and employment agencies within the London region, we've compiled a list of the top five ideas that will help you find who you are looking for.

1. Have you ever considered working with an employment service agency- FREE of charge? Employment agencies can help you find exactly what you are looking for, as long as you're specific on the type of individuals you are looking for. By connecting to a local employment agency, you can also give them advice on some of the trends you're seeing within your industry.
2. What is your application process like? Have you ever thought about holding monthly "meet and greets" for people to come and ask questions, and drop off their resume? If you are going to hold an event, make sure your community knows about it. This idea has worked for some local companies.
3. Do you "spread the word" when looking hire? The more websites you can post your job offer on, the better. If you have a social media account, share it and tell your employees you are looking to hire. That way, more people get to see and share the posting with others. And if you do post online, advertise that people can bring in an application or resume.
4. Are the qualifications you're looking for actually reflect the job? Have you ever stopped to think about the qualifications that are required- are they necessary for the job? You could use a 2-step interview process – basic and then "on the job" to see how well a person will make out in the role.
5. Pay it forward. Have you ever looked into offering volunteer or paid internship opportunities so people can get experience and learn about your company or industry? This is a great way to get to know a potential employee and can help create more awareness about your company and the workplace.

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