



PROVIDING YOUR BUSINESS with flexible, convenient and affordable HR solutions.

As we can all appreciate, small organizations don't always have a dedicated HR resource to facilitate a hiring process. However, it is important to recognize that delegating this job to someone unqualified also has its risks. There are important "Do's" and "Don'ts", especially when it comes to interviewing, which you should be sure to keep in mind.

According to the *Canadian Human Rights Act* and the *Ontario Human Rights Code*, it's illegal for employers to discriminate on the prohibited grounds of: Ancestry, Age, Disability, Family or marital status, National or ethnic origin, Pardoned convictions, Race or colour, Religion, Sex and Sexual orientation. Even if you (or your Hiring Manager) asks a seemingly innocent question (such as "are you married?" or "I like your accent, where were you born?") this can come back to haunt you - or your corporate wallet, in the form of a human rights violation.



You need to seriously consider whether a question is a *bona fide occupational requirement* (related to the duties, skills or functions of a specific position). If not, it should not be asked. Avoid behaviors that could imply a discriminatory bias. Focus on their ability to do the job, not unrelated issues that you think might affect their ability to do the job (for example: disabilities, personal/family circumstances, etc.)

Here are some additional tips for conducting an effective interview:

Analyze the job description and identify key performance factors needed by the successful candidate.

Prepare questions in advance: An interview format in which all job candidates

are asked the same specific questions ensures that information obtained from candidates is relevant. Asking uniform questions makes candidate responses more directly comparable.

Stick to enforcing minimum education and experience requirements that are truly consistent with job needs, and do not vary this assessment for certain individuals.

Keep in mind that an interview is a two-way street, while you are assessing the candidate, they are assessing you (and your company) too. One of your objectives should be to 'sell' your organization to prospective employees.

Set aside enough time for each candidate interview. Ensure that the interview isn't too short or too long.

Plan to be in a space that is appropriate for the interview, free from distractions, noise, and interruptions. Focus on the interview during the interview. Do not respond to phone calls, emails or text message. Demonstrate respect for the candidate.

Include more than one interviewer. The use of multiple interviewers greatly increases the reliability of the process.

Take detailed notes. Making a set of specific notes for each interview allows interviewers to document why they came to certain conclusions about candidates.

Be aware of subconscious biases that could cloud your judgment. For example, how an individual dresses or styles his or her hair may create an instant bias, but it does not necessarily mean that person is not a qualified candidate.

Allow silences. Sometimes candidates need time to formulate a response.

Always give the interviewee time to talk. In fact, the candidate should be doing most of the talking so that you can gain a better understanding of how the applicant will fit within your organization.

Avoid making anything that sounds like a promise. Promises in the job hiring process can be construed as either oral contracts or false pretenses, which can result in liability to the business if the relationship goes sour

Give the applicant an opportunity to ask questions and be honest with your responses. Ensure that you provide candidates with a realistic idea of what your company is like and what they can expect if they accept the position. This includes sharing both the positive and negative aspects of the job and/or the company.

Follow up with good candidates and try to keep the timing between final interviews and offers as short as possible.

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