



Hiring Guide

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Overview

The hiring of a new employee is a huge investment for your business, large or small. Without having an effective hiring system, businesses can, risk increased costs, unsatisfactory customer service, and low morale. Additionally, an employer focused on ongoing hiring, is not able to focus on the needs of a business.

Developing and maintaining a hiring system that yields solid returns - productive employees who enjoy their responsibilities and seek opportunities to continuously improve their jobs – is critical to the success of every business.

The most effective hiring systems share three goals: accuracy, equity and buy-in.

Accuracy is the ability of your hiring process to validly predict applicants' future job performance. What good is a:

- Calculator that can add but produces incorrect answers?
- Tour guide who is unfamiliar with the area they are giving tours in?
- Selection process that fails to predict the applicants' performance on the job?

Equity is the assurance that the system gives every qualified applicant a fair chance to be selected. An equitable system:

- Is based on valid requirements that are applied consistently.
- Uses the same job-related hiring standards for all applicants.
- Screens out applicants for job-related reasons only, not because of their diversity.

Buy-in is the extent to which the people involved in the hiring process perceive it is worth. Employers and candidates "buy into" a hiring system if:

- Their time during the selection process is well spent.
- Everyone benefits by going through the process regardless of the hiring decision made.
- The image of the business and the dignity of all applicants are preserved.

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If you ensure that your hiring system contains these three overall goals, it will result in a solid, practical, consistent, legally defensible system that provides a foundation for accurate hiring decisions.

In this manual, the concept of a hiring system will refer to a uniform process for identifying position requirements, collecting and evaluating information, and making hiring decisions. The hiring process identified within will be made up of four main steps:

- Creation of a job description based on position requirements.
- Posting the job.
- The selection process.
- The offer.



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Job Description

Writing a clear and accurate job description is a critical first step to identify the person best suited to your needs and to the requirements of the position.

A job description is a number of short statements that describe the content, scope, and requirements of the position you need filled, but not the person filling it. It is important that the job description is written in simple language, so the reader can easily understand what the position is. It should focus on specific tasks, skills, and experience required by the job, not on personal characteristics. The job description must describe the position and not the qualifications of the person who currently has, or might hold, the position. It needs to reflect the position as it exists today, essentially like a snapshot, not what it was last year or how it may be at some point in the future. In the case of a newly created position, it should identify some possible future tasks and desired skills, but these should be a description of what is realistically expected to develop in the coming year, not much further.

To help you along, here are some general pointers to get you started:

- Use clear, concise language. The goal is to be literal, not literary. Use a telegraphic style of writing.
- Use non-discriminatory language.
- Describe only the duties, skills, and knowledge required of the position. Avoid describing personal traits.
- Be accurate about the duties and responsibilities of the position – don't understate or overstate them.
- Avoid technical terms, acronyms, or abbreviations. If you can't avoid it, use the full term the first time followed by the acronym or abbreviation in brackets.
- Education, certification, or specific training or experience should not be stated as requirements of the position, unless you can demonstrate that they are essential to the duties and responsibilities of the position.

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Sample Job Description

Job Description - Farmhand –

Employee:

Position: Farmhand

Job Purpose:

The purpose of the position is to conduct farming operations, and to assist the manager conduct a profitable farming business.

Duties and Responsibilities:

Clean and disinfect buildings and yards, and remove manure.

Clean and sanitize milking equipment, storage tanks, collection cups, and cows' udders, or ensure that procedures are followed to maintain sanitary conditions for handling of milk.

Install and shift irrigation systems to irrigate fields evenly or according to crop need.

Assemble, position, and secure structures such as trellises, beehives, or fences, using hand tools.

Grow out-of-season or early crops in greenhouses or cold-frame beds, or bud and graft plant stock.

Lubricate, adjust, and make minor repairs to farm equipment, using oilcans, grease guns, and hand tools.

Maintain facilities such as fencing, water supplies, and outdoor housing and wind shelters.

General Qualifications

Have an understanding of tractor operation and maintenance.

Be able to calibrate planters and spraying equipment.

Have general mechanical skills for repairs of engines and machinery.

Have basic welding knowledge and skills.

Have knowledge of crop production- wheat, sorghum, cotton.

Have knowledge of fertilizers, herbicides and pesticides.

Have computer skills to operate paddock recording programs.

Other Duties

The farmhand may be required to undertake other unforeseen duties at times to assist the running of the farm business. This may require the acquisition of additional skills.

The timeliness of operations and overall profitability of the farm is paramount and may involve long hours and extra effort at peak work times. The Farmhand is expected to treat all weather sensitive farming operations with a sense of urgency.

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Workplace Safety

The farmhand shall, at all times, work in a safe manner and use safety equipment provided by the business to avoid accident or illnesses. They shall request additional or replacement safety equipment to be provided in situations where human safety is being compromised.



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Job Posting

Once you have created a solid job description for the position to be filled, you will need to determine the best way to recruit applicants for the position. During this process, efforts need to be made to fully inform possible applicants about the duties and responsibilities of the position and qualifications that are required for success. This will assist in limiting the number of potentially unsuitable candidates that may apply for the job early in the process. This reduces the employers time required further in the hiring process.

For most local area general labour style jobs, the preferred method of job posting is print media. It is generally cost effective, reaches the selected target audience, and is easy for most employers to access. With the continuing expansion of the internet, many print media outfits will also have an online job posting board that they will concurrently run a job ad on for an employer without additional cost.

If an employer seeks to reach a wider market, or tap into a section of the workforce that is actively searching for jobs on the internet, it may be advisable to post the position on one of the many popular job sites that exist. A selection of sites has been included in the appendix. The sites typically have an employer's section that will have a template to fill in for the position requirements and may charge a fee, typically to a credit card, to post that job for a certain period of time. For those less comfortable with the internet or with computers in general this may sound like a complicated process, but in reality, the job posting sites have made it very easy for employers to use and navigate through.

One thing to keep in mind during this process is the method in which the employer chooses to receive the applications or resumes from prospective applicants. There are three main options:

- Paper copy via mail, or hand delivered.
- Paper copy via fax.
- Emailed electronic version.

If an employer is planning to use an online, or internet based job posting method to advertise for the position, it is generally accepted, although not required, that the employer will allow applicants to submit a resume online, or via email for the position. It is thus recommended that employers seeking to use this style of posting ensure that

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they have an email address setup, usually separate from their personal email address, to receive these applications. This is a relatively simple process and can be done in a matter of minutes through a quick search of the internet for directions on setting up a new email address of the employer's choice.

Regardless of the strategy used, there are some items that need to be included on the posting, most of which can be taken from the job description that you have created:

- **Job Title:** The title is one of the first things a job seeker will see. Try not to make the position title too specific. In most internet sites, when a job search is performed a list of results is returned – usually containing company name, location and job title.
- **Company name and Location of the job**
- **Job Description:** Job Seekers want to know what they will really be doing in this position. Provide a description of the position including an overview of the duties and responsibilities of the position and also the general scope of the work. The job seeker should have a good picture of the nature of the position and type of work being performed when they have finished reading this section. Ideally, try not to make it more than 5 to 10 lines, as job seekers will often be scanning many postings at once.
- **Requirements or Qualifications.** Give an outline of any main skills required for the position along with any work experience or minimum years of training.
- **How to apply:** Include your email address if you are using that method, along with traditional fax and postal address to make it easier for applicants to respond in a variety of ways. Additionally, you can include a phone number for applicants to address questions to, but this will often result in the employer being inundated with calls and is generally not recommended.

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Sample Job Posting

Farm Machinery Mechanic

Our large farm located near Some Town requires an experienced mechanic with proven ability to work with a range of off-highway vehicles according to stringent best-practice standards. The right candidate will manage the small workshop team to ensure all activities are carried out on time and at an exceptional standard to maintain staff–client relations.

The successful applicant will have:

- At least five years experience as an auto mechanic.
- At least five years of field service experience.
- Proven ability in vehicle electrical systems and fault diagnostics.
- Proven ability in pneumatic and hydraulic systems diagnostics and repair.
- Experience of managing a team.
- Familiarity with excellent standards of quality control.
- Experience of keeping accurate records.
- Excellent customer service skills.

We offer rewarding conditions of employment including:

- On-call allowance.
- Paid overtime.
- Family friendly policies.
- Four weeks annual leave.
- Long service leave.
- A commitment to learning and development.

Send your resume and cover letter to email address, fax number, mailing address

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Selection Process

After receiving a number of applications, the next step is to select the successful candidate for the position. Ideally, the employer will have received more applications than they have open positions, and thus need to evaluate and screen a number of job seekers efficiently and effectively. This process used in this manual moves through four steps, and uses less time consuming methods earlier on in the selection process, moving to more in-depth steps as the number of considered applicants shrinks. Additionally, using this process ensures that all resumes are reviewed, and thus ensures fairness to all applicants which is an important part in ensuring equity of the hiring process.

The four steps are as follows:

- Resume Screening
- Phone Screening
- In Person Interviews
- Reference / Background Checks

Resume Screening

Before beginning the screening process, take a few minutes to review the job description and the qualifications required. The purpose of the initial screening of the applicant pool is to narrow the applicant pool by ruling out those applicants who do not meet the minimum qualifications required to perform the job. These candidates will not be considered for the position.

Begin by grouping candidates into 3 categories: very qualified, qualified, and unqualified (doesn't meet the minimum requirements). Employers may want to have a brief checklist with the required qualifications or work knowledge from the job description which can be attached to each resume, or application.

Note: You should never write on an original application or resume. It is possible that your comments or highlights could be used against you in a legal proceeding.

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Sample Resumes Screening Checklist

Candidate Screening Form For FARM MACHINERY MECHANIC		
Candidate Name:		
Scoring:	0 = does not meet requirements 1 = meets requirements 2 = exceeds requirements Total Candidate Score: _____	
Screening Criteria: *	Score:	Comments:
Consistent and Stable Employment History		
Neat, Logical, and Organized Resume Layout		
Work Location Preference		
Education/Academic Background		
Job Related Working Experience		
Industry Background / Knowledge		
Specific Technical Skills Welding Fabrication Small Tool Calibration Equipment Knowledge		
Professional Skills Supervisory skills Leadership Skills Time Management		
Job Related Training & Certification		
Salary Expectation		
TOTAL SCORE		

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When you are reviewing resumes, look for “red flags”. These may point out issues that may call into question the applicant’s suitability for the position. Note anything that seems overly general, vague, or unusual. Note misspellings, gaps in information, and blanks left empty on the application form.

Phone Screening

After the resume screening is completed, the employer should plan on holding a telephone conversation, or phone screening with all of the job seekers that are in the “very qualified” category. Phone screening is an excellent approach that saves both time and money. The objectives of the telephone interview are essentially to appraise the job seekers interpersonal skills quickly determine if the job seeker meets the basic criteria of the position and learn if the salary range and work conditions meet their requirements. The interview does not need to be long, perhaps 20 minutes at most. At this point, you are not seeking detailed information about the job seeker. Prepare a short list of questions to ask each of your candidates. As with a formal interview, it is important that you gather the same information from all applicants and compare them to the desired job qualifications from an equal perspective.



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Sample Phone Screening Template

Sometown Farms

PHONE INTERVIEW (Farm Machinery Mechanic)

Applicant:

Phone Number(s):

Found out about Job posting from:

Date:

Hi, this is Luke Jenkins from Sometown Farms, calling in regards to your recent application for the position of Farm Machinery Mechanic. We have received a number of resumes for the position and I would like to take a little bit of time, probably not more than 20 minutes, to go over some aspects of your resume in more detail. Is this convenient for you?

Tell me about yourself (job experience, hobbies, skills, etc.).

What type of leadership experiences have you had in the past (work, school, etc.)?

What experiences have you had working in the farming industry?

Explain (1) the business, (2) this position and how it fits into the business, and (3) the responsibilities and duties of the position. Answer any questions if necessary.

Ask about any gaps in the employment history, or any short term positions to clarify details of why.

Why did you leave your last position? Or why are you looking to leave your current job?

What motivated you to apply for this job?

What were your major duties at your previous job?

What are your salary expectations/ what do you expect to get paid per hour?

Do you have reliable transportation?

Explain what the hours of the job are. Are you available to work these hours?

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Thank you for taking the time to go over your resume and experience with me. Interviews will be scheduled in the next week for the candidates that we feel are most suited for the position.

Write notes on each answer they give, and attach to the resume for later review. Answers can be “scored” based on their fit to the desired experience for the position into categories of Excellent, Satisfactory and Unsatisfactory.

Based on the results of these phone screenings, determine which applicants best meet the employers needs and have the essential qualifications. Although it takes a lot of work to find out if someone is right for a job, usually, it only takes a few minutes to discover if someone is really wrong for the job. Telephone screening is helpful with candidates who look good on paper but who are less impressive when actually discussing their experience or qualifications. In addition, telephone interviews provide a good opportunity to assess an applicant's interpersonal skills.



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In Person Interview

Overall, the in person interview is the most critical part of the hiring process. It is the best opportunity to not only talk with the candidate and question them in detail, but to get an idea of who they are and how well you can connect with them. It also gives the employer the best chance to close any gaps that exist in the resume. There are some generic things that employers should be looking for during any interview in terms of both information and behavior:

What you need to find out during the interview:

1. Does the candidate have the skills to do the job?
2. Does the candidate fit with the culture?
3. Is the candidate strongly motivated?
4. Does the candidate have a passion for the work?
5. Do you connect with the candidate? Does the chemistry feel right?

What to Notice during the Interview:

1. How well the candidate listens and responds to your questions.
2. Whether the candidate probes you for clarification or more information.
3. How well the candidate turns potentially negative information into positive information.
4. How well the candidate relaxes and builds rapport with you.
5. How the candidate handles nonverbal communication such as eye contact, body posture, and tone of voice.
6. How you feel after the interview. Do you feel enthusiastic? Tired? Impressed?

The key to an effective interview is careful and proper planning. The employer should look at the job description before the interview and should know as much as possible about the requirements of the job and the knowledge, skills, and abilities needed to perform the job.

The employer should review the resume and note any areas to explore, such as significant time gaps between jobs, vague duties, or unusual responses. Finally, the employer should prepare job-related questions that you will ask each candidate. Be specific with your questions and probe into the candidate's first responses. Use questions that cannot be answered with yes or no. For example, "Tell me about your last job" will get more information than "Did you like your last job?" Also, avoid the use of leading questions. Phrases such as "I assume that..." or "Do you agree that..." tell the applicant how to answer the question appropriately and they will generally

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respond with what they think you want to hear. In order to ensure that any interview goes as successfully as possible, it is important to keep the following dos and don'ts in mind:

Six Things to **Do** in an Interview

1. Put the candidate at ease. Research has shown that rapport between the interviewer and the applicant contributes substantially to the effectiveness of the interview.
2. Maintain control of the interview while encouraging the applicant to do most of the talking.
3. Ensure that you ask all of the prepared questions and allow the candidate time to think before responding.
4. Allow time for evaluation of applicant (in relation to pre-determined objective criteria) after each interview.
5. Ask every candidate to sign the release form so that you can conduct a background check and perform reference checks.
6. Answer questions and explain next steps (time line etc.).

Five Things **NOT to Do** in an Interview

1. Don't talk too much. A good rule is to talk 20 percent of the time and listen 80 percent. Ask short, clear questions, then LISTEN, ask follow-up questions, and listen some more.
2. Don't tell the candidate too much about your needs. A common mistake is to begin the interview by describing the open position in detail, including the requirements for the person who will fill it. Although the candidate deserves to know the essential responsibilities of the position, the more you tell what you want, the more the candidate will tell you he or she has it.
3. Don't withhold approval or create stress. You are looking for unbiased, honest responses to your questions so that you can best determine if the candidate fits the job requirements. Expressing signs of disapproval or using an interrogative approach creates stress for the candidate. He or she may then withhold information or say only those things calculated to please you. Either way, the answers will come out forced, unnatural, and biased. The best approach is to listen, compliment notable accomplishments, and downplay the mistakes or negative experiences a candidate reveals.
4. Don't be too quick to judge. Restrain the natural tendency to jump to conclusions early in the interview. Some candidates start out "cold" as nervous energy or fear may inhibit them. It might help to paraphrase and summarize the candidate's key points aloud to make sure you really understand.
5. Don't try to remember everything. It is estimated that most interviewers forget 80 percent of the interview details within an hour of its conclusion. Therefore, it is helpful to write occasional, short, unobtrusive notes and fill in the details later.

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Tell the candidate at the beginning of the interview that you will take a few notes. This simple courtesy should help reduce any suspicion and nervousness resulting from note taking.

A good list of interview questions, that vary based on the job being hired for, can be found in a wide variety of places on the internet. The questions that seem most suited to the position can be entered into the template provided in the appendix. Ideally, at a minimum, the following questions should be asked:

- Why are you applying for this job?
- What were the reasons you changed jobs?
- Describe your previous responsibilities and duties for your last three jobs.
- What did you like or dislike about the jobs you have had?
- What education or training have you had that you believe is relevant to the job you are applying for?
- Describe how you would perform this job.



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Reference checks

The purpose of reference checking is to verify and confirm information provided by the candidate, and to gather additional information about a person's past performance. Careful reference checking can uncover patterns of behavior that won't show up on an application form, resume, or in an interview. Ask each of your final candidates to provide several work references. Assessments from unsolicited letters of reference vary greatly and should be verified by a reference check. Obtaining useful information from reference checking can be time consuming, but that does not mean that reference checking is a waste of time. Successful reference checking requires persistence, but will often prove to be the best opportunity to weed out an unsuitable candidate.

Preparation

1. Determine the appropriate references to check. Common reference sources include former employers or supervisors. Include those persons listed as references by the candidate, but you may need to ask the candidate to provide alternate or additional references who would have knowledge of the candidate's work performance and abilities. Don't rely solely on one reference – plan to contact 2-3 references for each candidate.
2. Review the candidate's resume and interview notes.
3. Develop a list of questions to ask related to the specific knowledge, skills, and abilities of the position.

Caution: The discrimination laws that apply to interviewing also apply to reference checking. Reference questions must be job related. Do not ask about marital status, age, disabilities, race, religion, or national origin.

Reference Checking – Steps to Follow

1. Briefly describe the vacancy and the competencies you are seeking.
2. Determine whether the reference can evaluate the candidate's abilities adequately enough to serve as a reference. Did he or she supervise or work with the candidate? For how long? When?
3. Start with general basic questions and move to more specific performance-based questions.
4. Follow-up and probe when you feel the contact is reluctant to discuss certain issues. Many times further explanation of why you are asking will draw out the information you want.
5. Watch for obvious pauses when you ask questions. This may be a sign that further questions might provide more information that you might not otherwise receive.
6. Review your list of questions to be sure you've covered everything.
7. End the call by asking the contact, "Would you re-employ the applicant?"

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The Offer

Once you have selected the best candidate from the list of original applications, the employer is ready to present an offer letter. Although there are many acceptable formats for offer letters, it is important that they address certain topics and include certain information. Required areas are as follows:

- The title of the immediate supervisor.
- Salary and, if appropriate, any commissions or bonuses.
- The starting date.
- The deadline for accepting the job offer.
- Any conditions of employment eg. Satisfactory References.

It is also prudent to outline any probationary period, employee benefits, and conditions of eligibility for those benefits. A sample template can be found in the appendix. If the applicant accepts, a signed copy of the job offer letter should be returned. Ideally, the employer should include a copy of the job description with the offer letter to ensure that there is no confusion later on regarding the nature of the work the applicant has been hired for.



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Job Description Template

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

Job Title	<i>The formal title of the position</i>
Reports to	<i>The title of the position that the job incumbent reports to</i>

Job Purpose

Provide a brief description of the general nature of the position, an overview of why the job exists, and what the job is to accomplish. The job purpose is usually no more than four sentences long.

Duties and Responsibilities

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

- Identify between three and eight primary duties and responsibilities for the position.
- List the primary duties and responsibilities, in order of importance.
- Begin each statement with an action verb.
- Use the present tense of verbs.
- Use gender neutral language such as ‘the applicant’
- Where appropriate use qualifiers to clarify the task – where, when, why or how often
- Avoid words that are open to interpretation – for example instead of “handle incoming mail” use “sort and distribute incoming mail”.

Qualifications

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

All qualifications must comply with provincial human rights legislation. Please see the link to the PEI Human Rights Commission.

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Qualification could include:

- Education
- Specialized Knowledge
- Skills
- Abilities
- Professional Certification
- Experience

Possible Additional Categories:

Working Conditions

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

Physical Requirements

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

Job Safety

If the job requires a person to have specific safety training (WHIMIS, Confined Spaces Training etc...) or safety work equipment (steel toed boots) it should be mentioned here.

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

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Resume Screening Template

<u>Candidate Name:</u>		
<u>Scoring:</u>	0 = does not meet requirements 1 = meets requirements 2 = exceeds requirements Total Candidate Score: _____	
<u>Screening Criteria:</u> *	<u>Score:</u>	<u>Comments:</u>
Consistent and Stable Employment History		
Neat, Logical, and Organized Resume Layout		
Work Location Preference		
Education/Academic Background		
Job Related Work Experience		
Industry Background / Knowledge		
Specific Technical Skills		
Professional Skills -		
Job Related Training & Certification		
TOTAL SCORE		

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Phone Screening Template

Applicant:

Phone Number(s):

Found out about Job Posting from:

Date:

Introduce yourself, and the reason for the call. Ensure that the candidate has approximately 20 -30 mins to talk with you or when a good time to call back is.

- Ask the candidate about themselves (job experience, hobbies, skills, etc.)
- Ask them about their knowledge of a key part of the job. Was this knowledge obtained through work experience, school, etc...?
- Ask a question about their experience with the industry in question
- Explain (1) the business, (2) the position and how it fits into the business, and (3) the responsibilities and duties of the position. Answer any questions if necessary.
- Ask about any gaps in employment history, or any short term positions. This is to clarify details of why.
- Ask a question about why they are interested in the position.
- Ask some questions about major duties and accomplishments at past jobs.
- Confirm the expected work schedule and any other requirements of the position to ensure there are no issues.
- Ask what their salary expectations are.
- Ask a question that will allow the candidate to add in anything they didn't put in their resume?

Thank the candidate for their time and let them know when, if they are successful, the next interview will be scheduled for.

Write notes on each answer they give, and attach to the resume for later review. Answers can be "scored" based on their fit to the desired experience for the position into three categories: Excellent, Satisfactory and Unsatisfactory.

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Reference Checking Template

Was the applicant an employee of your company? Yes No

When? Start Date _____ End Date _____

What was the applicant’s position on the last day of employment? _____

What were the applicant’s responsibilities?

What were the applicant’s strengths? And what are their weaknesses?

How would you characterize the applicant’s problem –solving skill (relate it to issues that come up on this job)

How would you characterize the applicant’s technical skills (with the type of equipment used on this job)

Please describe a time when the applicant had a conflict with a co-worker. How did he/she handle it?

What was the applicant’s reason for leaving your employee?

Would you rehire the applicant? Yes No

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EMPLOYMENT INTERVIEW AND EVALUATION TEMPLATE

RATING SCALE (1 = Very Good 3 = Good 5 = Very Poor)

QUALIFICATIONS BASED ON JOB REQUIREMENTS

- Are there Job History Gaps?
- Is the Education Appropriate?
- Evidence of Skills/Knowledge Required?

Questions:

APPLICANT INTEREST ()

- Is Work Schedule Agreeable?
- When Can Applicant Start?

Questions:

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APPLICANT CAN ADAPT TO WORK ENVIRONMENT ()

Does he/she adhere to Work Rules, Practices, etc.?

Good Work Habits in Previous Job?

Questions:

OVERALL INTERVIEW EVALUATION ()

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Job Offer Template

Name and Address

Date

Dear Mr./Miss/Mrs./Ms (**Name**);

We are pleased to make this offer of employment to you for the position of (**Job Title**) for (**Name of Organization**) subject to the following terms and conditions which we trust will meet with your approval.

The salary/wage for this position is (**salary or hourly rate**) per (**year, month, week or hour**). This position reports to the (**Supervisor's Job Title**). Your working hours will be from (**state working hours**), on (**state normal work days**).

During your Probationary Period and afterwards, you will be entitled only to notice of termination, termination pay and/or severance pay as required by the *PEI Employment Standards Act*. Your Probationary Period will be for a period of (**state time period**) during which you will not be eligible for company benefits.

We would like you to commence work on (**state desired date**) at (**state start time**). Please report to (**name of person to see on start date**), for documentation. If this date is not acceptable, please contact me immediately.

Please sign the enclosed copy of this letter and return it to me by (**specify date**) to indicate your acceptance of this offer. We are confident you will be able to make a significant contribution to the success of our organization and look forward to working with you.

Sincerely,

Name

I accept the offer as outlined above and in the attachment.

(Name) _____

Date _____

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Online Links for Job Posting Sites

www.jobbank.gc.ca	No charge to post jobs
www.monster.ca	
www.workopolis.com	
www.peiagsc.ca	No charge to post jobs
www.agri-labourpool.com	
www.agcallhr.com	
www.agcareers.com	
www.careerbeacon.com	
www.peianc.com	
www.careerservicespe.com	
www.usedpei.com	No charge to post jobs
www.kijiji.ca	No charge to post jobs

Reference Links

PEI Human Rights Commission	www.gov.pe.ca/humanrights
PEI Employment Standards	www.gov.pe.ca/sss