



Business Growth

*Guidebook –
Human Resources*



NEWFOUNDLAND & LABRADOR ORGANIZATION OF
WOMEN ENTREPRENEURS

Guidebook: Human Resources – Building Your Workforce



Employees fuel a company's productivity and growth. You as an employer fuel and channel the energy of your employees. Even if you are a workplace of one, there are principles and legislation to support a healthy employee and a healthy workplace environment.

When you as an owner or a company feel stretched beyond your capacity, or you need some additional expertise, it could be time to build your workforce. Outlined here is a process of creating and filling a position, and some workplace legislation that both governs and supports your workforce decisions.

Step One: The Job Description

A vacancy, especially if it's sudden, can be inconvenient or disrupting to your operations. However, a vacancy is also an opportunity to review the position and the operations it impacts. This is a prime opportunity to revise the job duties, or to create a new position altogether.

To create a new position or review an existing vacancy:

Look at your organization with a long range view and review your goals for growth and development. This will help you to create and fill the right position, rather than creating a position that is perhaps serving you in the short term, but doesn't give you the results that you intended.

Develop a position profile or job description so that you know the type of expertise you will need to recruit. This will put you through an exercise of determining what tasks can be completed by this person, and whether you will hire the person full time, part time, on contract, or as a consultant.

Step Two: Recruitment

This is the process of finding and attracting the people that you want. Whether you do this yourself or use the expertise of a recruiter, it is important that you find the right people. You have to find them, rather than expect them to be looking for you. In a tight labor market, or when highly specialized skills are required, your ability to network, research, attract, and retain people becomes an essential skill.

As in marketing to consumers, consider: who is your ideal employee for this position? Consider where they attended school, their interests and preferences, and where they could be found. If online, what social media platforms or keywords might attract them? If in person, could someone from your workplace make an introduction or offer word-of-mouth promotion? These targeted efforts can help attract the applicants best suited for the position.

In some cases, the people that you want to hire are already working for another employer. You will need to find a way to reach them specifically, through mutual contacts or personal invitation.

Step Three: Selection

In this step you review and compare applicants to determine the candidate most suited to the position. At one time, the best candidate was the person who met your needs in terms of availability and skills. Now, experience and research shows that the best candidate is one that both meets your needs and has their needs met as well. Employees today, especially the new and next generations, expect to hold several jobs in their lifetimes and offer little hesitation in leaving if they feel unfulfilled in their work or receive an attractive offer. Employee turnover

can be expensive and challenging to productivity and morale. When selecting your candidate seek not only one who meets your need, but also one you feel could be well-served by your company.

Interviewing, a conversation virtually or in person, allows you to see and hear the candidate in action. This is an opportunity to feel how personalities mesh, and to confirm the soft skills necessary to any position – ability to communicate, to think and respond in a manner both thoughtful and timely, to interact with others, to react well under pressure, and to adapt to your job requirements and company culture.

If the interview is conducted by a panel, it is useful to establish a means of scoring each applicant. This can help with discussions and decisions after interviews are complete.

If the job requires a specific certification or skill, such as proficiency in keyboarding or experience as a sous-chef, **Formal testing** helps to measure their prowess and confirm their claims. These tests can help gauge competency and can be a tool in selection between applicants, but take care not to rely solely on test results. A candidate with a lower score may have other attributes that deserve consideration. Also, a single test may not be an accurate measure of a person's ability. Be careful not to dismiss 'the best candidate' because of a single piece of data.

Reference checking can confirm the information listed in their application or CV, and can also provide another perspective into the candidate's abilities and persona. Often reference checking is done only for the final candidate or candidates, if the competition is strong.

Step Four: The Offer

Following the interview, any applicable scoring and testing, and the reference check, you have ideally settled on a candidate. It is time to make the offer.

This is traditionally done by phone, but if you are dealing with a younger candidate, email or messaging via text or other platform may be the means of connection. (Increasingly, younger workers do not use telephone.)

However the conversation takes place, provide the terms of employment: start date, schedule of hours, salary, benefits, and location.

Be prepared in case there is a request from the candidate for different terms. Know what terms are non-negotiable for you, and where there is room for flexibility. Be open to the candidate's offer, even if it is something you have never before done or considered. For example, the candidate may ask for one day per week to work from home. Before saying no or withdrawing the offer, consider the option, consult with others familiar with at-home employees and see where this new endeavor might serve you now and in the future

Step Five: Orientation and Onboarding

This is both the final step in the hiring process and the first steps that the individual takes as a part of your organization. When employers do this badly, good people (whom they spent a lot of time and resources to find) leave the organization. Or worse, they wish they had left but continue to collect a paycheck from you while they keep their eyes open for new opportunities.



Be prepared for the new person **before** they start their new job, and then be ready to provide them with a welcome so that they start off on the right foot. This means that their workstations are ready (whether this is a cubicle, a position at a cash register, or the cab of a truck), people know they are coming, and that required documents and forms are ready for them to sign.

New employees can take from two to six weeks to decide whether they have made a good decision in starting a new job: your job is to engage their interest and commitment during the recruiting process, which might be well before they actually start work with you. If they arrive on the first day and cannot enter the building because they do not have an access

pass, things are already off to a rocky start. The **orientation** period includes that critical first week or two the person is on the job, while they adapt to their new surroundings, and get familiar with their position and the team.

Onboarding is something we look at with a slightly longer lens than orientation. Onboarding is about the development of the individual's career within the new environment. Depending on the job itself, it can take from six months to a year or more for someone to feel fully competent, which may include experiencing a full cycle of the business. Your responsibility in the onboarding process includes providing the newcomer with appropriate feedback, ensuring that they are developing the skills and expertise to succeed (which benefits your organization), and that they are engaged in the work they are doing.

Legislation

Labour Standards

In the Province of Newfoundland and Labrador:

Unionized workplaces are governed by the Labour Relations Division

<https://www.gov.nl.ca/ecc/labour/union/>

The Labour Relations Division facilitates the settlement of Collective Agreements, engages in dispute resolution, appoints arbitrators and provides workplace training.

Non-unionized employees and workplaces are governed by the Labour Standards Division

<https://www.gov.nl.ca/ecc/labour/nonunion>

The Labour Standards Division administers the province's Labour Standards Act and Regulations.

The Labour Standards Act offers protections to individual workers and requires employers to maintain standards of working conditions for their employees

<https://assembly.nl.ca/Legislation/sr/statutes/l02.htm>

The Labour Standards division also administers the Shop's Closing Act, governing the closure of business on mandated holidays

<https://assembly.nl.ca/Legislation/sr/statutes/s15.htm>

Workplace Health and Safety

The *Workplace Health, Safety and Compensation Act* requires all employers performing work in Newfoundland and Labrador to register with WorkplaceNL (<https://workplacenl.ca/>) and pay assessments based on their workers' earnings (including directors) and report all contractors.

The Workplace Health, Safety and Compensation Review Division is separate and independent from Workplace NL. The Review Division conducts reviews into existing situations and provides information to workers and employers, to ensure Workplace NL and employers meet mandates and policies.

<https://www.gov.nl.ca/whscrd/>

Additional Resource:

**Basic Business
Management:**

**Boot Camp for
Business Owners**

Small Business
Training for
Entrepreneurs Series

Velsoft.com

