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**Welcome to the CGHRDS**



## **Community Government Human Resource Development System**

Welcome to the Community Government Human Resource Development System (CGHRDS). This System has been designed specifically to assist northern community governments with their human resource capacity building needs. Our goal is simple – to help you get the most for, and from, your staff. Before you begin working with the manual, we want to let you know how the manual is put together.

Chapter 1 is an introduction to the CGHRDS and provides some important information on the purpose of the system, how the system was developed and the approach taken to human resource development.

Chapters 2 through 7 deal with the different elements of the system:

- Chapter 2) Human Resource Planning**
- Chapter 3) Job Descriptions**
- Chapter 4) recruitment and Selection**
- Chapter 5) Orientation**
- Chapter 6) Performance Evaluation**
- Chapter 7) Training and Development**

Each of these chapters is divided into the following four sections:

**Section 1) Background Information** – this section provides important information that human resources practitioners should know about each of the elements

**Section 2) How To Guide** – the How To Guide provides step by step instructions on how to implement the element such as a step by step guide for developing a human resource plan.

**Section 3) Samples** – this section includes sample materials for the element such as a sample job description.

**Section 4) Workbook** – the workbook section provides an opportunity for users to practice the examples provided such as a work sheet on how to develop an effective recruitment ad.



## *Community Government Human Resource Development System*

Some chapters also include appendices to provide further information.

A workshop has also been developed to train community government staff on how to make use of the CGHRDS. Regional MACA Staff has been fully trained in using this system.

We trust that the CGHRDS will be of use to you in your efforts to build human resource capacity. We would like your comments and feedback so that we can continuously update and improve this manual.

If you have any comments or questions about the CGHRDS please contact your Regional MACA office or the School of Community Government at:

School of Community Government  
Toll-free: 1-877-531-9194  
Phone: 1 – 867-873-7755  
Fax: 1-867-920-6467

Website: <http://www.sofcg.org>  
E-mail: Dan\_Schofield@gov.nt.ca

**Welcome to the CGHRDS**





## **Chapter 1) Introduction**

Community governments are changing.

Community governments are taking on expanded powers and accountabilities through self-government, land claims agreements and community and economic development.

At the same time, the economy of the Northwest Territories is also changing. Exploration and growth in the natural resources sector will dramatically change the economic environment in many regions over the coming years. Growth in other sectors such as tourism, arts and crafts and traditional foods is also likely to have a profound effect on the economy.



Economic growth will add both opportunities and challenges for community governments in providing the best programs, services, opportunities and protections for the people they serve.

In light of these challenges, the need for building and strengthening human resource capacity is now greater than ever. The School of Community Government and its partner organizations recognize the impact these changes are having on community governments. In response to requests from several community governments, the School has developed the Community Government Human Resource Development System (CGHRDS).

The purpose of the CGHRDS is to assist community governments in building their human resource capacity needs. The system focuses on planning, hiring, training and developing quality local staff. Through implementation of this system, community governments will have a better chance of finding, hiring and training local residents and others who can best serve the needs of the local residents.



The CGHRDS was developed with the input and advice of community government leaders and addresses those needs that have been identified as most important in terms of human resource development. The strategy was also developed so that northerners will have the maximum opportunity to gain employment with local government organizations.

## **Elements Of the CGHRDS**

The CGHRDS combines all of the key elements of human resource development in an integrated, competency-based system. Each of these elements has been developed to provide community governments with the tools and resources to help build human resource capacity at the local level.

***The elements of the CGHRDS are:***

### **Human Resource Planning**

Human resource planning involves analyzing current human resource capacity; forecasting human resource needs and identifying any gaps between the two. Human resource planning is particularly useful when combined with other types of strategic planning such as community and business plans.

### **Job Descriptions**

Effective and meaningful job descriptions are essential to any human resource development system. Job descriptions act as the blueprint in terms of what needs to be done and the type of person needed for the job. Job descriptions also form the basis for many other elements of the system including recruitment and selection, performance evaluation and training and development.



### Recruitment and Selection

Probably the most important element in any human resource development system is recruitment and selection. Finding and hiring the right people is absolutely critical to the success or failure of any organization.

### Orientation

Starting a new job is very stressful for most people. Studies have shown that people are more likely to leave a job within the first six months than at any other time. Studies have also shown that providing new staff with an orientation significantly reduces stress for new employees, makes new employees more productive in a shorter period of time, and reduces the chances of someone quitting in the critical first six-month period.

### Performance Evaluation

Many people view performance evaluation as either a necessary evil or something to be avoided at all costs – but they don't have to be. In fact performance evaluations should be a positive and constructive way to let employees know what they are doing well, where they need improvement and how the community government plans to help them improve.

### Training and Development

Many organizations see training and development as the key to remaining competitive and to providing quality programs and services to the people they serve. These “learning organizations” view training and development as an integral part of their strategic plan. In this information age, a well-trained and well-qualified workforce is essential to delivering quality programs and services.

### Implementation

How, or if, each community government implements this strategy is completely up to them. The strategy is designed to meet community government needs. If a community government does not need assistance



in all of these areas then it may not be necessary to implement each element of the strategy. This final section will provide your organization with a guide on how and when to implement the strategy.

## **An Integrated, Competency-Based System**

This system is based on an integrated, competency-based approach to human resource development.

An **integrated human resource system** is one where all elements of the system fit together and support each other. For example, the job description should be used as the basis for the recruitment and selection, performance evaluation and training and development. Likewise the information gained through the recruitment and selection process can be used for performance appraisals, training and development and so on.

A **competency based approach** uses the knowledge, skills and attitudes as the criteria required for the position. Competency based systems are considered superior because they are job specific, they can be used as the basis for an integrated system, they do not include systemic barriers to employment and they can be defended as long as they are properly applied.

## **Resources, Tools and Supports**

The CGHRDS makes use of a number of existing resources, tools and supports. These include:

- **Job Descriptions,**
- **Community Government Training Needs Assessment Tool, and**
- **Occupational Standards/Dacum Charts**





## *Community Government Human Resource Development System*

In addition, this manual and a complimentary training workshop have been developed to assist community governments in implementing and using the CGHRDS. Regional MACA staff has also received training in the CGHRDS and are available to provide assistant to community governments

The Community Government Human Resource Development System has been designed and developed to assist community governments in building their human resource capacity. We believe that through implementation of this system, communities will be able to further develop the natural knowledge, skills, attitudes and talents of northerners and meet the challenges that increased power and responsibility will bring.

## Chapter 1: Introduction





## **Chapter 2) Human Resource Planning**

Human Resource Planning is a systematic approach to identifying your overall human resource needs. It is a planning tool that allows a community government to:

- ✓ determine their *human resource needs*;
- ✓ determine the available *human resource supply*;
- ✓ determine where there are *gaps* and
- ✓ develop *strategies* to fill the gaps.

In many ways human resource planning can be compared to financial planning or budgeting where an organization must:

- ✓ determine their financial needs (estimated expenditures);
- ✓ determine their financial supply (estimated revenues), and;
- ✓ identify strategies to fill in the gaps (i.e. raise additional revenues or reduce expenditures).

Human Resource Planning is also closely tied to strategic planning. In order for a community government to develop programs and services, it must have both the financial and the human resources necessary to provide those programs and services. In order to effectively meet their strategic goals and objectives, community governments must have, hire or develop staff with the required skills, knowledge and attitudes.



## Why Human Resource Planning Is Important

***Human Resource Planning is important for community governments in the north because of the tremendous changes in governance that are taking place***

- ✓ community governments are taking on more powers, responsibilities, programs and services
- ✓ there is an increasing need to ensure they have the right people with the right skills in place
- ✓ HR planning allows community governments to anticipate human resource needs for new programs and services as a result of devolution, self-government and land claims negotiations

***HRP is also important because it clearly outlines where community governments have the required skills in place and where there are gaps and barriers to employment***

- ✓ community governments can use this information to develop strategies to build human resource capacity within their own organization as well in the community as a whole.

## Who Should Develop Human Resource Plans

***The Senior Manager should be the lead person in developing the Human Resource Plans***

- ✓ Council or Board members will have input on the mission, vision, principles, values and the priority areas of the organization
- ✓ senior managers and supervisors will have input on future human resource needs as well as the current human resource supply
- ✓ employees who will have input on their own capabilities and competencies



## **When Human Resource Plans Should Be Completed**

***Human Resource Planning should be part of the strategic and/or budgeting process and should be updated on an annual basis.***

- ✓ HR Plans should also be updated on an annual basis for operational reasons
- ✓ for example, new strategies will have to be developed to replace these staff or to train existing staff to take over their positions.
- ✓ HR Plans should also cover a multi-year period, generally three to five years.
- ✓ the better prepared the community government is, the more success they will have at filling gaps between human resource needs and human resource supply

## **Uses of Human Resource Plans**

***Human Resource Plans have a number of uses including:***

- ✓ HR Plans communicate the mission, vision, principles and values of an organization in terms of its human resources. This provides council/board members, managers and employees with a common vision and direction which is critical to achieving a common goal
- ✓ HR Plans identify the priorities of the community government and allow for the development of strategies to meet those priorities
- ✓ HR Plans identify new programs and services and allow for community governments to develop or hire the staff needed to deliver them



- ✓ HR Plans provide organizations with a big picture perspective of their human resource needs, supply and gaps
- ✓ HR Plans form the basis for all other HR programs including recruitment, training and development.

From this information the community government can implement HR programs and policies to ensure the CG has the human resource capacity required to deliver quality programs and services.

## **Tools and Resources**

In order to complete a human resource plan, your community government can use the format and materials provided in this manual. Regional MACA staff has also been trained in completing human resource plans and can provide assistance in helping you to develop your own plan.



## **Section 2) Human Resource Planning How to Guide**

There is no standard method or format for creating a Human Resource Plan. The method and format that we have developed is designed specifically for northern community governments. We have tried to develop a format that will meet most community government human resource planning needs, while ensuring that it is simple, effective and easy to use.

The human resource plan should be compiled by either the SAO or the HR Representative with input from Council/Board members, senior managers and staff.

### **Step 1) Establish the Vision and Mission Statements**

***The first section of the HR Plan should state the vision and mission statements for the community government.***

- ✓ these statements should be seen as guiding principles in the development of any human resource plan
- ✓ it is important that employees are aware of the vision and mission of the community government and that human resource policies and programs be designed with each of these statements in mind.



## **Step 2) Establish the Community Government's Principles and Values**

*The principles and values of an organization are extremely important. These are the ways in which all Council/Board members and staff are expected to act or behave while completing their respective duties.*

- ✓ identifying the principles and values will tell your employees what you expect of them.

## **Step 3) Establish Priority Areas for Human Resource Development**

*The priorities section of the human resource plan is important because it identifies the human resource needs that require the most immediate attention.*

- ✓ different communities will have different priorities
- ✓ for example, one community may have a community works program that is very effective and therefore is not a big priority for human resource development. In another community there may be a serious need for upgrading the skills, knowledge and attitudes of community works staff to ensure the delivery of safe drinking water, to ensure safe roads and buildings and/or to ensure that sanitation systems are properly maintained.
- ✓ the priorities of a community government should be defined by the Council/Board with the assistance of the Senior Manager on an annual basis.





## **Step 4) Describe the Current Programs and Services or Departments**

*The human resource plan should also provide a brief overview of the current programs and services or departments provided by the community government.*

- ✓ the programs and services provided by the community government will determine the number and type of jobs required as well as its organizational structure.

## **Step 5) Provide the Current Organizational Structure**

*The current organizational structure should show how the community government is organized. This is generally done through an organization chart.*

- ✓ the way in which the community government is structured should be determined by the senior managers and approved by the Council/Board.

## **Step 6) Describe Anticipated Programs and Services**

*This is an important section for many community governments who are planning to take on additional powers and responsibilities over the next few years.*

- ✓ this section will allow community governments to anticipate human resource needs as a result of new programs and services and therefore develop strategies to meet those needs.



## **Step 7) Provide the Anticipated Organizational Structure**

*The anticipated organizational structure should show how the community government would be organized once the new programs and services are implemented.*

- ✓ the way in which the community government will be structured should be determined by the senior managers and approved by the Council/Board.

## **Step 8) Succession Plans**

*Succession plans identify specific human resource needs, supply, gaps and strategies for each program and service area.*

- ✓ while it is impossible to identify every contingency in terms of human resources, such as an employee who suddenly resigns his/her position, succession plans allow community governments to develop strategies for known changes and/or concerns regarding human resource capacity.



## **Section 3) Samples**

### **a) Human Resource Plan**

# **Municipality of Northtown**

# **Human Resource Plan**



## **1) Vision and Mission Statement:**

The vision of the Municipality of Northtown is to provide the residents with a safe, clean and healthy community in which to live, grow and prosper.

The Mission of the Municipality of Northtown is to provide municipal programs and services in a caring, courteous and respectful manner.

## **2) Principles and Values**

The Principles and Values of the Municipality of Northtown are:

- ✓ To be courteous and caring
- ✓ To be honest
- ✓ To be ethical
- ✓ To avoid situations where there is, or may be, conflicts of interest
- ✓ To provide programs and services in an effective and efficient manner

Both Town Counsellors and staff are expected to live up to these principles and values to the best of their abilities.

## **3) Priorities**

The Municipal Council of Northtown has identified the following as priority areas:

- 1) The delivery of safe community works programs and services including drinking water, sanitation and road and airport maintenance
- 2) Maintaining a safe community environment through the Office of the By-Law Officer



- 3) The delivery of programs and services aimed at building a healthy community including:
  - Sport and recreation programs
  - Programs for youth and elders
  - Drug and alcohol and social assistance programs and services
- 4) Maintaining effective and efficient municipal financial and administrative services

## **4) Current Programs and Services**

The Municipality of Northtown provides programs and services in the following areas:

SAO/Finance and Administration – the Senior Administrative Officer provides overall management and direction for staff. The Finance and Administration Section is responsible for maintaining all financial, human resources and administrative programs, services and systems.

By-Law – the By-Law Office is responsible for enforcing Municipal By-Laws and maintaining a safe community

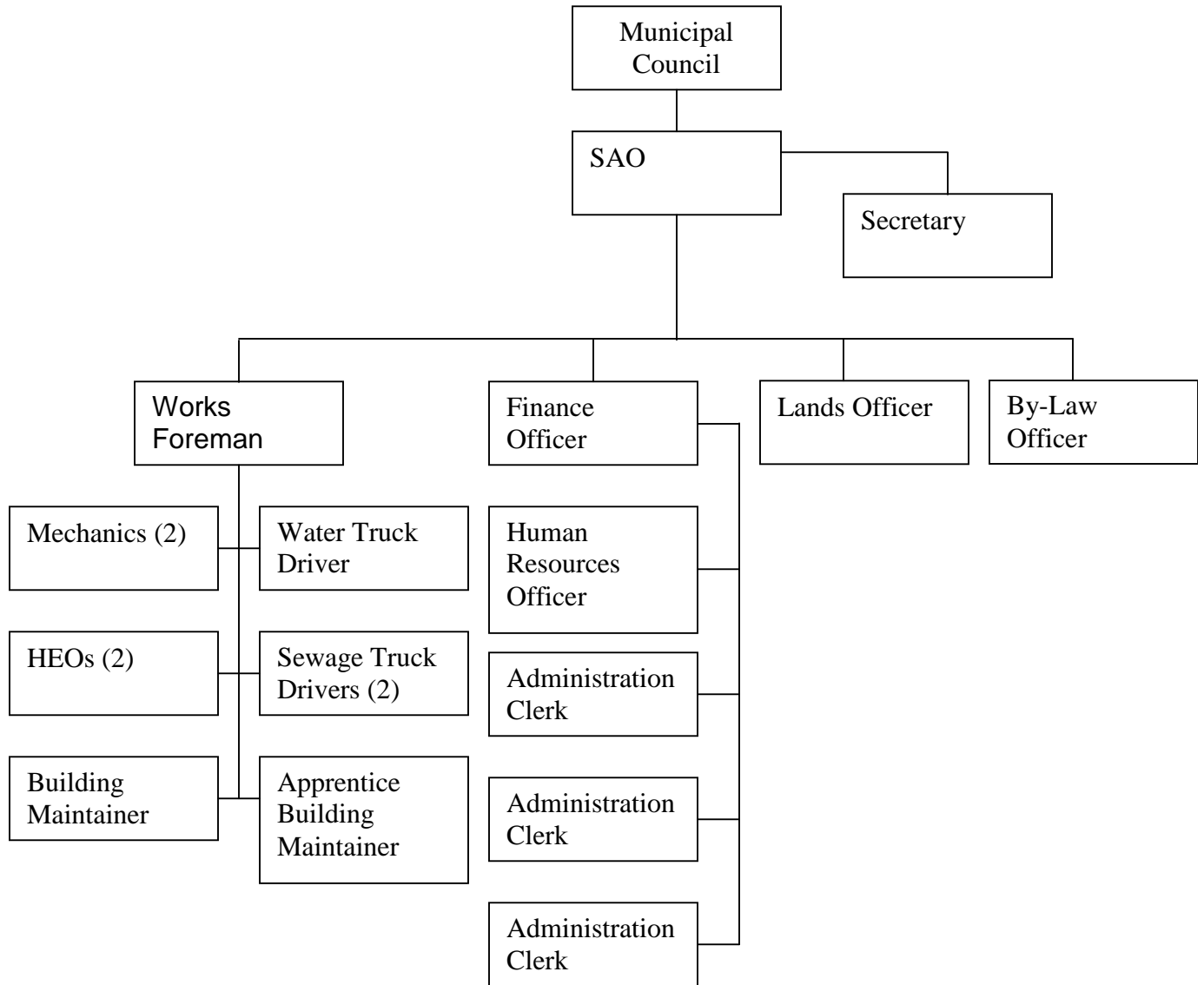
Recreation – the Recreation Section is responsible for developing and delivering sport and recreation programs as well as maintaining recreation facilities including the ice arena and playground areas

Community Works – the Community Works section is responsible for building, upgrading and maintaining all community works systems and facilities including buildings, roads, airports and water treatment facilities as well as for delivering community works programs and services such as water delivery and sanitation disposal

Lands Administration – the Lands Administration Section is responsible for developing land use policies and procedures and reviewing land use applications



## 5) Current Organizational Structure





## **6) Anticipated Programs and Services**

Within the next three years the Municipality of Northtown expects to take over or develop the following Community Services programs and services:

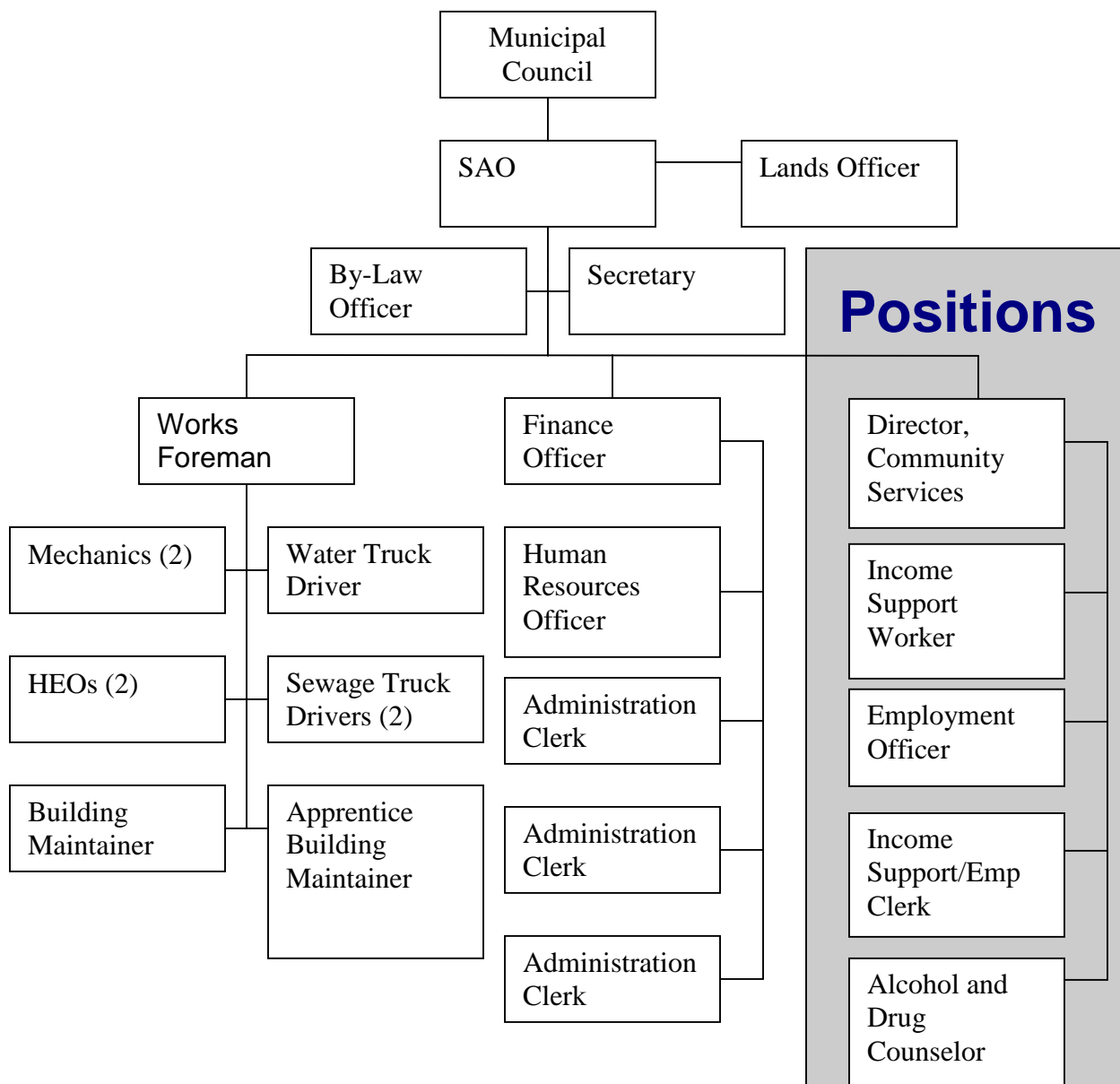
Income Support – the Income Support Program will be transferred to the Municipality during the current fiscal year

Employment Counseling – the municipality will establish an employment counseling service to assist residents to get jobs in the growing non-renewable resource sector

Alcohol and Drug Counseling – within three years the municipality will take over responsibility for Alcohol and Drug Counseling programs and services



## 7) Anticipated Organizational Structure







## 8) Succession Plans

### a) SAO/Finance and Administration Succession Plan

HR Needs	HR Supply	Gaps (Current and Anticipated)	Strategies
1 SAO	1 SAO	Current SAO plans to resign within 2 years	SAO Trainee has been hired from the Community and will be able to assume SAO duties within two years
Finance Officer	1 Finance Officer	Finance Officer requires further training and development	Training and development plan has been established
1 HR Officer	No HR Officer Available in community	Need to train HR Officer	1 Clerk currently being trained to assume HR Officer position in future
3 Administrative Clerks	3 Administrative Clerks	1 Administrative Clerk to assume HR Officer position within 1 year 1 Administrative Clerk to be on maternity leave within six months	Secretary being trained as Administrative Clerk to assume Administrative Clerk position in future 1 Administrative Clerk to be hired on 9 month term position to replace Clerk going on Maternity Leave
1 Secretary	1 Secretary	Secretary to assume position of Administration Clerk within one year	Hire Secretary from community once position becomes vacant



**b) Community Works Program Succession Plan**

HR Needs	HR Supply	Gaps (Current and Anticipated)	Strategies
1 Works Foreman	1 Works Foreman	Works Foreman to retire within 2 years	Providing Mechanic with OTJ to replace Works Foreman
2 Mechanics	1 Mechanic	Need to hire 1 Mechanic immediately Need to replace second Mechanic within 2 years	* Hire 1 Mechanic immediately Hire Apprentice Mechanic ASAP
1 Water Truck Driver	1 Water Truck Driver	No Gap	No Strategy required
2 Sewage Truck Drivers	1 Sewage Truck Driver	Need to hire second water truck driver	* Hire and train second sewage truck driver
2 Heavy Equipment Operators	1 Heavy Equipment Operator	Need to hire second HEO	* Hire 1 HEO or apprentice HEO
1 Journeyman Building Maintainer	1 Journeyman Building Maintainer	No Gap	No strategy required
1 Apprentice	No apprentices available in the community	Need to hire an Apprentice	Need to hire 1 apprentice journeyman from the community

\* indicates high priority



**c) Community Services Succession Plan (to be implemented over next three years)**

HR Needs	HR Supply	Gaps (Current and Anticipated)	Strategies
1 Director, Community Services (within 1 year)	No qualified Director, Community Services available in community	Need to hire Director Community Services	Hire Director, Community Services from outside community for 2 year term
1 Income Support Worker (within 2 years)	1 Income Support (currently with GNWT)	No Gap	Income Support Worker expected to transfer to Municipality
½ time Income Support Clerk (within 2 years)	Qualified administrative staff available in community	Need to hire ½ time administrative staff once program transferred	Hire full time administrative clerk with ½ time duties for Income Support and ½ time for Employment Clerk
1 Employment Officer (within 1 year)	No Employment Officer available in community	Need to train Employment Officer	Train the current Finance Clerk to take over responsibilities as Employment Officer
½ time Employment Clerk (within 1 year)	Qualified administrative staff available in community	Need to hire ½ time administrative staff once program transferred	Hire full time administrative clerk with ½ time duties for Income Support and ½ time for Employment Clerk
Alcohol and Drug Counselor (within three years)	No qualified Alcohol and Drug Counselor currently available in community	Need to hire A&D Counselor	Hire A&D Counselor Trainee and provide education and training necessary for the position



## Section 4) Human Resource Planning Workbook

### 1) Vision and Mission Statement:

Write down the vision and mission statement for the Community Government. If the Community Government does not have a vision and mission statement either ask the Senior Manager and the Council/Board to develop one or skip this section.

**Vision statement: What the Community Government wants to achieve.**

**Mission statement: What the Community Government does.**



## 2) Principles and Values

Write down the principles and values and/or code of ethics of the Community Government. If the Community Government does not have a documented set of principles and values or code of ethics, ask the Senior Manager and Council/Board to develop one or skip this section.

**Principles and Values:**



### 3) Priorities

Write down the priority areas of the Community Government. If the Community Government does not have priority areas, ask the Senior Manager and Council/Board to develop them or skip this section.

**Priority areas for human resource development:**



## **4) Current Programs and Services**

Briefly describe each of the program and services or departments of the community government. Each section should only require a one or two sentence description. (make copies of this page if necessary)

**Programs and Service or Departments:**



## **5) Current Organizational Structure**

Include a current organization chart.





## 6) Anticipated Programs and Services

Describe any programs and services that the community government anticipates taking over in the next three to five years.

**Anticipated programs and services:**



## **7) Anticipated Organizational Structure**

Include anticipated organizational chart including new positions or sections to be added.



## Chapter 3) Job Descriptions

A job description is a written statement that describes a specific job. Job descriptions are not designed to describe each and every detail of a given job. All jobs are complicated and it is impossible to identify everything that a person does in his/her job during the course of a day. Instead job descriptions describe the key elements of a job that are essential to performing that function.



Job descriptions are like the blueprint for a house. It provides the basic information about the job that you need in order to know who to hire, how to evaluate the employee and what training and development may be required. Just as it does not make sense to build a house without a blueprint, it does not make sense to hire or evaluate staff without an accurate, up to date job description.



### Appendix

**See Appendix 3a for information on Competency-based job descriptions.**

Job descriptions are specific to an organization. Job descriptions for the similar positions in two different community governments may be very different, even though they do much the same function. The differences will be based on the systems used, the size and priorities of the community governments, whether the positions supervise staff and so on.



Effective job descriptions are clear, concise and up to date descriptions of the essential elements of a job. They are written in plain language and do not try to either downplay or inflate the responsibilities and requirements of a job

## **Why Job Descriptions are Important**

*Job descriptions are an integral part to the human resource development system.*

- ✓ they form basis for all other human resource development functions.
- ✓ job descriptions are used as the basis for such activities as recruitment and selection; performance evaluations and training and development.

## **Who Should Develop Job Descriptions**

*Job descriptions should be prepared as a team effort.*

- ✓ senior officers, supervisors and employees should all have input into the job description.
- ✓ final say on what goes into a job description is left to the senior manager.



### **Tip**

**Jobs are constantly changing. New duties are often added while old ones may be removed. This is increasingly true as new technologies, processes, procedures and functions are introduced into the workplace. These changes should be reflected in the job description.**



## When Should Job Descriptions be Reviewed

*Job descriptions should be reviewed on a regular basis, such as once a year.*

- ✓ job descriptions should also be revised whenever there is a significant change to the position.
- ✓ a significant change means a change, addition or deletion of a major responsibility and/or the introduction of a new knowledge, skills or attitudes.

## The Uses of a Job Description

*Job descriptions fulfill a number of purposes including:*

- ✓ **describe the position** – job descriptions provide an overview of the position including the purpose, scope, responsibilities, competencies and working conditions.
- ✓ **evaluate the job** – job descriptions are used to evaluate the value of the job in relation to other jobs in the organization as well as other in comparison to similar jobs in other organizations.
- ✓ **recruitment and selection** – job descriptions form the basis for recruitment and selection criteria.



### Appendix

Appendix 3b provides information on the standard format for job descriptions in the north.



- ✓ **orientation** – job descriptions help new employees become familiar with their job and provide an overview of the entire organization.
- ✓ **performance evaluation** – job descriptions describe the responsibilities and tasks that the incumbent will be measured against.
- ✓ **training and development** – job descriptions can be used to identify where employees require training and development.
- ✓ **legal issues** – job descriptions form part of the contract with an employee and can be used as a legal basis in the event of a grievance or law suit.

## **Tools and Resources**

***There are a number of tools and resource available that can help you to complete job descriptions including:***

- ✓ **current job descriptions** - current job descriptions are excellent resources for creating or updating a job description.
- ✓ **Community Government Training Needs Assessment Tool** – an excellent resource to identify competencies required for a specific position.
- ✓ **occupational standards/dacum charts** - occupational standards/dacum provide more in-depth information about specific jobs.



## Community Government Human Resource Development System

- ✓ **GNWT User Guide For Writing Job Descriptions** - the GNWT has developed a guide for writing job descriptions in the format used in this manual.
- ✓ **National Occupation Classification (NOC)** - the NOC is a publication of the Federal Government of Canada that contains position profiles and job information on literally hundreds of jobs across Canada.

## Chapter 3: Job Descriptions



## **Section 2) Job Description How to Guide**

Creating or updating a job description does not have to be complicated, although it can be time consuming. In some cases job descriptions will only require a little fine tuning. In other cases they may require serious revision – especially if they have not been looked at in several years. In any case it is important for job descriptions to be accurate, current and meaningful so that both the employer and the employee have a clear understanding of the job.

Job descriptions should always be very clear and written in plain language. They should accurately reflect the purpose, scope, responsibilities, competencies and working conditions of the job without over inflating or undervaluing the position's importance. They should also be written in such a way that they can be used for other human resource activities such as:

- ✓ recruitment and selection
- ✓ orientation
- ✓ performance evaluation, and
- ✓ training and development.

Following are the steps for completing a job description.



### **Sample Sheet**

**A sample job description  
has been included in the  
Samples Section**

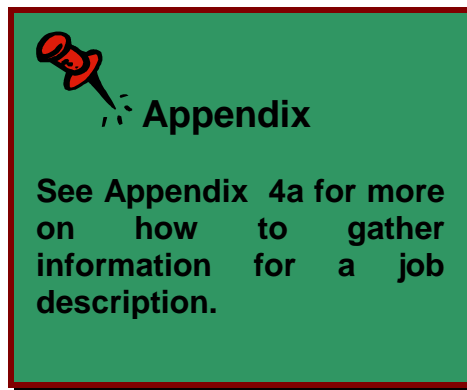




## Step 1) Gather and Review Background Information

*The first step in developing a good job description is to gather and review the background information.*

- ✓ there are a number of ways in which information concerning a job description can be gained.
- ✓ the ways to gather the information you need is described in Appendix x.
- ✓ *from this information it will be possible to prepare the Job Description.*



## Step 2) Prepare the Job Description

*The next step is to prepare the actual job description. Following are guidelines for completing each section of the job description:*

### **a) Identification**

This section provides basic information about the position.

- ✓ basic information includes the position title, name of the community government, community and division.



**b) Purpose**

The purpose statement describes the primary reason that the position was created, the desired outcome of the position and the legislation and rules by which the position must abide.

- ✓ the purpose statement should be kept to no more than one or two lines and be written in clear, plain language.

When developing the purpose statement it is best to break it down into the three parts by asking the following question:

- ✓ Why is the position being created? (use the is responsible for statement)
- ✓ What is the desired outcome? (use the in order to statement)
- ✓ What legislation and rules does the position have to follow? (use the within the context of statement)

**c) Scope**

The scope of the position describes the magnitude as well as the impact the position has on the organization, other organizations, the community and the public.

When developing the Scope Section keep in mind both the magnitude and the impact of the position ask the following questions:

- ✓ Who does the position report to?
- ✓ Does the position supervise any staff?
- ✓ Is the position responsible for a budget, programs or services?
- ✓ Does the position have a direct impact on the organization or on other organizations and businesses?
- ✓ What would be the result if the duties of the position were not fulfilled?



#### **d) Responsibilities and Tasks**

The responsibilities and tasks section of the job description describes the key responsibility areas, the expected outcomes of those areas and the tasks that are required in order to meet the responsibilities.

- ✓ a job description should include no more than six to eight key responsibilities and six to ten tasks per responsibility.
- ✓ good sources of information for the responsibility areas are:
  - ✓ Community Government Training Needs Assessment Tool
  - ✓ Occupational standards/dacum charts
  - ✓ other job descriptions
  - ✓ the National Occupational Classification (NOC)

In completing this section ask the following questions:

- ✓ What are the major areas that the position is responsible for?
- ✓ What is the best way to group those responsibilities?
- ✓ What is the priority of the responsibility areas?
- ✓ Why are these areas important?
- ✓ What major tasks or activities are required in order to complete the responsibility area?

#### **e) Competencies**

The competencies section of the job description describes the knowledge, skills and attitudes required in order to be competent in the position.

- ✓ essential competencies are ones that a person must have in order to do the job.
- ✓ beneficial competencies are ones that would make doing the job easier but are not absolutely required.



- ✓ the competencies section should also include any Bona Fide Occupational requirements or BFORs.
- ✓ good sources of information for the competencies are:
  - ✓ Community Government Training Needs Assessments
  - ✓ occupational standards/dacum charts
  - ✓ other job descriptions
  - ✓ The National Occupational Classification (NOC)

In completing this section ask the following questions:

- ✓ What knowledge does a person require in order to do this job?
- ✓ What skills are required?
- ✓ What attitudes are necessary for the job and to fit into the organization?
- ✓ Are there are BFORs that are required for the position?
- ✓ How would the person normally expect to attain these competencies?

#### **f) Working Conditions**

This section identifies the physical, environmental, sensory and mental demands of a position. It is important in the north because people are expected to work in such extreme environmental conditions.

- ✓ physical demands include the level and amount of physical activity required to complete the duties of a position.
- ✓ environmental demands include the environment in which the employee is expected to work including exposure to unpleasant or dangerous elements, extremes of temperature, noise levels, dust and so on.
- ✓ sensory demands include the level and amount of sensory requirements for a position such as exposure to smells, the level of eye strain, the need for touching, sound levels and so on.
- ✓ mental demands include the level of mental or emotional fatigue created by the position and includes exposure to



mentally or emotional draining situations, the need for concentration, boredom from work repetition and the amount and urgency of deadlines.

When completing this section ask the following questions:

- ✓ Does the position work under harsh or extreme weather conditions?
- ✓ Is there much physical activity involved (i.e. heavy lifting, walking, standing)?
- ✓ Is there exposure to distasteful or dangerous substance, chemicals, etc.?
- ✓ How much concentration is required?

### **Step 3) Review the Job Description**

Once you have prepared the job description, it is important to have it reviewed. Job descriptions should be reviewed by:

**The incumbent** - The incumbent will likely have the most detailed view of what is involved in the job and should be able to make comments and recommendations, however, the final decision about what to include (or not include) rests with the management of the organization.

**The supervisor** – the supervisor of the position will have a good idea of what should be included in the position as well as the knowledge, skills and attitudes required for the position.

**The senior manager** – the senior manager of the organization should review the job description to ensure it fits into the overall organizational design and meets the goals of the organization.

**The human resources representative** – the person responsible for human resources should review all job descriptions to ensure they are written in plain language, are understandable and do not include systemic barriers or areas of potential discrimination.



## **Step 4) Approve the Job Description**

The final step is to approve the job description.

- ✓ the job description should be signed by the incumbent (although this is not necessary), the supervisor and the senior manager.



## Section 3) Sample Section

### a) Sample Job Description

## Hamlet of Northtown

## Position Description

### 1) Identification

Position Title	Finance Officer
Position Number	22-2222
Department	Finance and Administration
Financial Code	148361 - 100

### 2) Purpose of the Position

*(The main reasons for creating the position, what the expected outcomes will be and the context of the position)*

The Finance Officer is responsible for managing all financial and administrative responsibilities and systems of the Hamlet in order to ensure that financial and administrative matters are maintained and completed in an accurate and timely manner. The Finance Officer works within the context of the Hamlet Act, Hamlet By-Laws and generally accepted accounting principles.



### **3) Scope**

*(Describe the magnitude and impact of the position)*

The Finance Officer reports to the Senior Administrative Officer and supervises the Accounts Payable/Accounts Receivable Clerk and the Administrative Clerk. He/she is responsible for managing all financial transactions which for a total budget of over \$20 million dollars. He/she is responsible for preparing the budget, ensuring that payments are made and revenues collected. He/she has signing authority to a maximum of \$10,000. The Finance Officer is responsible for ensuring that all computer and office equipment is maintained and in running order.

The Finance Officer has a direct and substantial impact on the entire organization by ensuring that financial reports are completed and that financial transactions and payroll are managed in an accurate and timely manner. The Finance Officer has a direct and substantial impact on other businesses in the community by ensuring that vendors and service providers are paid in an accurate and timely manner.

### **4) Responsibilities**

*(Describe the major responsibilities of the position and the tasks required to achieve those responsibilities)*

- 1) Prepare the Hamlet's budget, produce financial statements and reports, and provide financial advice in order to ensure the Hamlet has the required financial resources to meet expenditures and that finances are monitored in an effective and ongoing manner.

Tasks:

- Identify priorities of the organization
- Assist with development of the capital plan
- Analyze historical data and review year to date expenditures
- Consult with department heads concerning estimated expenditures
- Estimate annual revenues
- Prepare and submit draft budget for approval
- Implement and amend budget as required
- Monitor hamlet revenues and expenditures and prepare financial reports including income statements, balance sheets and variance reports
- Prepare required financial reports for funding agencies





- 2) Manage Hamlet financial transactions, maintain cash controls to ensure that payments and receivables are processed and accounted for in an accurate and timely manner.

Tasks:

- Ensure that all accounts payable, accounts receivable, revenue and general ledger transactions are processed and maintained in a timely manner
- Set up the Chart of Accounts and ensure entries are coded correctly
- Make corrections to entries as required
- Reconcile the accounts payable, accounts receivable and general ledger accounts
- Implement cash controls and manage the cash flow
- Prepare trial balances and reconcile bank statements
- Respond to customer and vendor enquiries concerning payments
- Prepare aged listings for vendors and customers
- Prepare monthly financial statements
- Manage year-end close out procedures

- 3) Assist with preparation of the Audit I order to ensure that the audit is processed in a timely manner.

Tasks:

- Follow generally accepted accounting principles (GAAP) in completing financial duties
- Follow audit preparation instructions
- Respond to audit queries
- Review draft audit statements
- Submit audit for approval
- Submit audit to funding agencies
- Act on audit recommendations



- 4) Manage human resource and payroll functions in order to ensure that human resource and payroll activities are processed and maintained according to Hamlet policies and bylaws.

Tasks:

- Assist with human resource administration
- Administer personnel policies and directives, collective agreements, employment bylaws and agreements
- Process TD1 forms and set up employee files
- Verify time sheets
- Calculate salaries and employee benefits
- Prepare payroll summaries
- Process pay cheques including making appropriate deductions

- 5) Supervise and develop financial and administrative staff in order to ensure that staff members are fully competent and productive.

Tasks:

- Interview and hire staff
- Conduct orientation sessions and complete performance appraisals
- Develop work schedules, delegate work and monitor employee progress
- Develop training plans and provide on the job training, coaching and mentoring
- Take progressive action when required

- 6) Manage the office and maintain administrative functions in order to ensure the office is productive and administrative tasks are completed in an accurate and timely manner.

Tasks:

- Set up and maintain filing systems
- Purchase goods and services
- Attend meetings and take minutes
- Assist with the development and implementation of financial policy and procedures and update manuals
- Ensure office equipment is maintained and repaired

- 7) Complete other related duties as required



## **KNOWLEDGE, SKILLS AND ATTITUDES**

(The knowledge, skills and attitudes required for satisfactory job performance)

### **Knowledge**

The incumbent of this position requires a sound knowledge of financial and administrative policies and procedures. This includes knowledge of financial legislation, financial policies and procedures and generally accepted accounting principles. The incumbent requires specific knowledge in accounts payables and accounts receivables, budgeting processes, bank reconciliations, variance and financial reporting, cashflow systems and year-end financial procedures. The incumbent also requires knowledge of the organization and structure of the campus and the college. The incumbent must have knowledge of the following computer programs: computerized financial and accounting systems, word processing, spreadsheets, e-mail and database systems.

### **Skills**

The incumbent of this position requires skills in the areas of:

analytical thinking	accounting	bookkeeping
budgeting	client service	data entry
listening	organizational	planning and problem solving
team building and supervisory skills	written and verbal communications skills	excellent interpersonal skills

### **Attitudes**

The incumbent of this position must be:

organized and have a concern for order	cooperative and friendly	dedicated and hardworking
honest	innovative	positive
respectful of others	self-confident	a team player



## **WORKING CONDITIONS**

(The unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent including the frequency and duration of occurrence of physical demands, environmental conditions, demands on one's senses and mental demands.)

### **Physical Demands**

(The nature of physical effort leading to physical fatigue.)

There are limited physical demands associated with this position, however, the incumbent is expected to lift heavy items such as boxes of records on a recurring basis. In addition to the regular work load, the incumbent is expected to be constantly meeting with others. The constant need for personal interaction can lead to physical fatigue.

### **Environmental Conditions**

(The nature of adverse environmental conditions affecting the incumbent.)

The incumbent is located in a busy open area office, is faced with constant interruptions and must meet on a regular and constant basis with others.

### **Sensory Demands**

(The nature of demands on the incumbent's senses.)

The incumbent must spend long hours in intense concentration of both a technical nature and an interpersonal nature. The incumbent must also spend long hours on the computer which requires a great deal of attention to detail. The office environment is very busy and noisy.

### **Mental Demands**

(Conditions that may lead to mental or emotional fatigue.)

The incumbent is faced with significant mental demands stemming from the diversity of functions. Stress is also caused by the variety of program areas and the need to meet tight deadlines, conflicting priorities and by constant interruptions.



## CERTIFICATION

Employee Signature	Supervisor's Title
Printed Name                      Date	Supervisor's Signature              Date
I certify that I have read and understand the responsibilities assigned to this position.	I certify that this job description is an accurate description of the responsibilities assigned to the position.
Senior Manager's Signature              Date	
I approve the delegation of responsibilities outlined herein within the context of the attached organizational structure.	

The above statements are intended to describe the general nature and level of work being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of the position.



## **Section 4) Job Description Workbook**

### **Section 1) Identification**

Provide the following information:

Title: \_\_\_\_\_

Community Government: \_\_\_\_\_

Division/Section: \_\_\_\_\_

Position Number: \_\_\_\_\_

Location: \_\_\_\_\_

### **Section 2) Purpose**

**a) Describe the overall responsibility of the position:**

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**b) Describe what the desired outcome of the position will be:**

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**c) Describe the rules and/or legislation that the position must follow:**

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## Section 3) Scope

Describe the overall magnitude of the position in terms of:

a) who the position reports to:

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b) Number of staff the person supervises:

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c) Financial responsibilities:

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d) Programs and services:

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e) Facilities and Equipment:

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**Describe the impact of the position in terms of:**

**a) Impact on the organization:**

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**b) Impact on other organizations and businesses:**

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**c) Impact on the funding or program approvals:**

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**d) Impact of not completing the duties of the job:**

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## **Section 5) Knowledge, Skills and Attitudes**

**Describe the knowledge required for the position:**

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**Describe the skills required for the position:**

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## **Section 6) Working Conditions**

**Physical Activity - Describe the types of physical activity and demands associated with this position.**

**Environmental Conditions – Describe the environment including the exposure to weather and dangerous situations.**

**Sensory Demands – Describe any adverse effects the workplace may have on the senses including touch, sight, smell, hearing and taste. Include the level of concentration required for the position.**

**Mental Demands – describe the causes of mental or emotional fatigue associated with the position.**



## **Section 5) Job Description Appendices**

### **3a) Traditional Vs. Competency Based Job Descriptions**

Traditional job descriptions used education and experience as the criteria for a job. For example, a traditional Finance Officer job description may have asked for completion of Grade 12 with second year of a recognized accounting program and several years of experience.

There are several problems with using the traditional method of education and experience including:

- ✓ the qualifications are not job specific – the fact that a person has a high school or college diploma and several years of related experience does not necessarily mean they have the knowledge, skills and attitudes required for a position.
- ✓ traditional job descriptions make the hiring process more difficult – it is difficult to ask questions strictly related to education and experience.
- ✓ traditional job descriptions are not integrated – education and experience cannot be used as factors for staffing, performance evaluation or training and development.
- ✓ traditional job descriptions include systemic barriers – systemic barriers are barriers that exclude people from a job even though they may have the ability to do that job. For example, even though a person may not have the stated educational requirements for a job, they may have developed the knowledge, skills and attitudes in other ways such as through volunteer work, traditional life skills or previous experience. Not considering these people is discriminatory and is therefore illegal under Canadian Human Rights.



Competency based job descriptions differ from traditional job descriptions because they identify the competencies (knowledge, skills and attitudes) required for a position rather than the education and experience required.

Knowledge is what a person needs to know in order to do the job such as knowledge of procedures; knowledge of rules and legislation or job specific knowledge such as knowledge of accounting and bookkeeping principles and practices for Finance Officers. Skills are what people must be able to do in order to be competent in a job, for example, communications skills, computer skills and job specific skills and the ability to prepare a budget. Attitudes are the way in which a person must behave in order to be competent in a job. Attitudes include such things as honesty, integrity and respect of others.

Competency based job descriptions are considered better because they are job specific, they can be integrated into the entire human resource development process and they do not include systemic barriers to employment.



## 3b) Job Description Format

Almost every organization has a different format for their job description. We have selected the format used by the Government of the Northwest Territories as the format for this manual. It is up to each community government to decide whether they want to use this format; a modified version of this format; or an entirely different format.

The sections of the job description are:

**Identification:** this is a summary of such information as the title, position number, division, employer, etc.

**Purpose:** this is a brief statement about why the position is necessary, what the position does and what the end result should be.

**Scope:** this section describes the reporting relationships, magnitude and impact of the position:

- magnitude includes specific or quantifiable measurements such as the size of the budget controlled by this position.
- impact measures what effect the position has on the organization or the community.

**Responsibilities:** this section describes the key responsibilities of the position as well as the duties or tasks that are required in order to complete those responsibilities. It also describes the expected outcomes of the responsibilities. There should be no more than six to eight key responsibility areas and no more than eight to ten activities within each responsibility.

**Competencies:** the competencies section describes the knowledge, skills and attitudes required for a position. It also identifies any bona fide occupational requirements such as a Journeyman Certificate for a trade's position. The competencies section may also include the way in which a person may acquire the knowledge, skills and attitudes.



**Working Conditions:** this section identifies the physical, environmental, sensory and mental demands of a position. It is important in the north because people are expected to work in such extreme environmental conditions.

- physical demands include the level and amount of physical activity required to complete the duties of a position.
- environmental demands include the environment in which the employee is expected to work such as exposure to unpleasant or dangerous elements, extremes of temperature, noise levels, dust and so on.
- sensory demands are the level and amount of sensory requirements for a position such as exposure to smells, the level of eye strain, the need for touching, sound levels and so on.
- mental demands include the level of mental or emotional fatigue created by the position and includes exposure to mentally or emotional draining situations, the need for concentration, boredom from work repetition and the number and urgency of deadlines.

**Certification:** this section certifies that the job is as described. It should be signed by the employee, the supervisor and the senior officer.





### **3c) Ways to Gather Information For a Job Description**

Following are various methods for gathering information for a job description:

***Review the current job description*** – the current job description is generally fairly accurate and should be used as a basis for rewriting the new description.

***Review job descriptions from other organizations*** – job descriptions from other organizations can give you new ideas about the duties, responsibilities and competencies required by those organizations.

***Interview the current incumbent*** – incumbents generally have the best understanding of the job and can provide the competencies needed for the job. It is also important to get their input so they have some ownership over the job.

***Review the Community Government Training Needs Assessments*** – Community Government Training Needs Assessments can provide you with a broad range of the responsibilities and competencies for a variety of community government jobs.

***Review the occupational standards/dacum charts*** – these provide even more specific information about the tasks, knowledge, skills and attitudes required for a job.





## **Chapter 4) Recruitment and Selection**

Recruitment and selection is the most important part of the Community Government Human Resources Development System. It is the process of finding and hiring the right person for a job in the right way. Recruitment is how you attract quality candidates to apply for vacant positions. Examples of recruitment include advertising the position, attending career fairs, making direct contacts with people and so on. The type of recruitment that you use will depend on the type of position and the availability of quality, local candidates.



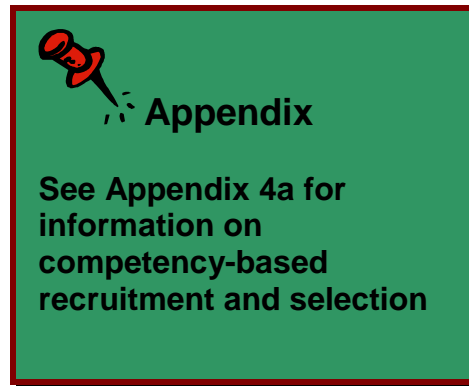
Selection is the means used to determine which of the candidates is best suited for the job. The selection process includes conducting interviews, holding job related tests and contacting references.



## Why Recruitment and Selection Is Important

***Recruitment and selection is the most important element of the human resource development process.***

- ✓ hiring the right people is absolutely critical to ensuring the success of your organization.
- ✓ a community government's human resources are the biggest single factor in determining its ability to deliver quality programs and services.
- ✓ hiring people in the right way is also critical so that your community government cannot be accused of discrimination or favouritism in its hiring practices.



***Hiring the right people does not always mean the person with the most qualifications.***

- ✓ it means hiring people that have the necessary competencies for a job and that fit well with the culture of the organization and the community as a whole.
- ✓ this is not always easy, particularly in northern communities that have a limited pool of candidates from which to choose.



## **Who Should be Involved in the Recruitment and Selection Process**

***The members of the selection board should include the supervisor of the position, a senior manager and the human resources representative.***



### **Appendix**

**See Appendix 4b for information on the uses of recruitment and selection.**

- ✓ you may also want to include a person from outside of the community government such as a Band Council Member, Municipal Council Member, Local Housing Authority Council Member or a member of the public.
- ✓ the selection board should consist of no more than three or four members.
- ✓ interviews can be very intimidating for candidates, having more than four members on a selection board will make many candidates very nervous.

***Members of the Selection Board should also not be either in a conflict of interest situation, or perceived conflict of interest situation with the candidates.***

- ✓ in cases where one of the selection committee members is a direct relative (i.e. spouse, parent, sibling, etc.) of one of the candidates it is best that they excuse themselves from the committee.



## When Should Recruitment and Selection Take Place

*The recruitment and selection process can occur any time a vacancy occurs including:*

- ✓ when a new position is created
- ✓ when a current incumbent leaves the position or being promoted to another position
- ✓ when a current incumbent takes an extended leave such as for maternity leave

*It is important to remember that the recruitment and selection process generally takes four to six weeks to complete.*

- ✓ the more prepared you are, and the more lead time that you have, the easier it will be to hire staff.

## Tools and Resources

*There are a number of tools and resources that you can use to assist you in the staffing process. These tools and resources include:*

- ✓ **this manual and workbook** - you can use this manual and workbook each time you need to hold a staffing competition.
- ✓ **current job descriptions** – the job description is used to identify the responsibilities, tasks and competencies required for the position.
- ✓ **Community Government Training Needs Assessment Tool** - provides a list of the common skills and subskills for positions that can be used for developing selection criteria, ads and questions.



- ✓ **occupational standards/dacum charts** - occupational standards/dacum charts provide more in-depth information about a job.
- ✓ **National Occupation Classification (NOC)** - the NOC can also be used to identify responsibilities and competencies required for positions within your own community government.



### Appendix

**See Appendix 4c for information the recruitment and selection process.**



## **Section 2) Recruitment How to Guide**

***The recruitment and selection process is the most important part of the Community Government Human Resource Development System.***

- ✓ hiring the right person in the right job will make it much easier for the community government to achieve its goals.
- ✓ there are eight steps in the recruitment and selection process.

### **Step 1) Create a Competition File**

***The first step is to create a competition file.***

- ✓ the competition file will contain all the information and paperwork that is required to complete the process.
- ✓ this includes the job description, selection committee members' sheet, interview questions and so on.
- ✓ due to the need for confidentiality, the competition file must be kept in a secure and locked place with limited access.
- ✓ the competition file should be kept by either the senior manager or the person responsible for human resource management.



#### **Sample Sheet**

**A sample competition file checklist has been provided in the samples section of this chapter.**





## **Step 2) Form the Selection Committee**

***The next step is to decide who will be on the Selection Committee.***

- ✓ the Selection Committee will be responsible for all aspects of the competition including:
  - ✓ creating the selection criteria
  - ✓ advertising the position
  - ✓ preparing for and conducting the interviews
  - ✓ completing reference and criminal records checks, and
  - ✓ making an offer and notifying unsuccessful candidates

***The Selection Committee should be comprised of no more than three to four members.***

- ✓ you may also want to include a member of the community, a member of the council, or an expert in the field for very technical positions.

***The Selection Committee will also require a Chair Person, usually the Senior Manager or the person responsible for human resource management.***

- ✓ the role of the Chair Person is to:
  - ✓ ensure all Selection Committee Members are familiar with the staffing process
  - ✓ ensure that policies and procedures are followed through the staffing process, and
  - ✓ ensure that the staffing process is fair and free of systemic barriers



### **Sample Sheet**

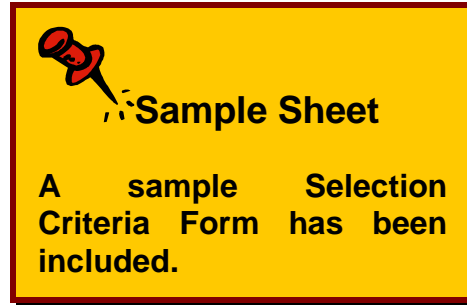
A sample Selection Committee Members Form has been included.



## **Step 3) Establish the Selection Criteria**

***The Selection Criteria is critical as it is the basis for selecting which candidates will be interviewed and who the successful candidate will be.***

- ✓ the selection criteria include the knowledge, skills and attitudes required for the position.
- ✓ the criteria should indicate which competencies are required for the position and which are beneficial to the position.
- ✓ the selection criteria may also contain any legal requirements needed for the position (i.e. a Driver's License for Water Truck Drivers.)
- ✓ candidates must meet the required criteria in order to be considered for an interview.



***The selection criteria must be consistent with the competencies identified in the job description.***

- ✓ you should use the job description as the basis for the criteria.
- ✓ other sources of information for the Selection criteria include Community Government Training Needs Assessment tool, and the Occupational Standards/Dacum Charts.
- ✓ the selection criteria must not include any systemic barriers to employment or any of the prohibited grounds for discrimination in the Charter of Rights and Freedoms.



## **Step 4) Advertise the Position**

***The next step in the process is to advertise the position in order to recruit qualified candidates.***

- ✓ there are many ways to advertise a position including:
  - posters in local meeting places
  - advertisements on the local radio station
  - professional and trade publications
  - websites
  - search consultants
  - word of mouth advertising
  - attending trade shows and career fairs



### **Sample Sheet**

A sample Job Ad form has been included.

***Once you have decided how and where to advertise the position, it is possible to create a job advertisement.***

- ✓ job advertisements must be based on the information in the job description and selection criteria.
- ✓ job ads should contain at least the following information:
  - title and location of the position
  - name of the community government or organization
  - a brief description of the responsibilities and duties
  - competencies required for the position
  - salary range
  - where to send resumes, and
  - closing date of the competition



### **Appendix**

**See Appendix 4d for more information on advertising competitions**



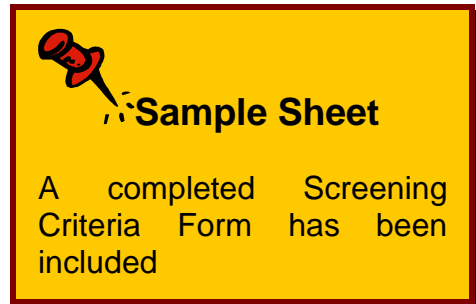
## **Step 5) Screen the Competition**

***Screening the file means selecting the candidates to be interviewed.***

- ✓ screening can be a difficult part of the process since you have to decide whom to interview based on the limited information contained in the resume.

***The first thing that the selection committee should do is review the selection criteria to ensure everyone is still familiar with it.***

- ✓ each committee member should then individually review each application and keep notes on each application they review.
- ✓ as a group, the selection committee should then discuss the candidates and determine which candidates have the required competencies and who to interview.
- ✓ each candidate should be rated on a selection criteria form that clearly demonstrates whether or not they have the competencies necessary for an interview.
- ✓ generally three to four candidates are interviewed for a position.
- ✓ make sure you take into consideration any hiring by-laws or policies when determining who to interview.
- ✓ the Selection Criteria/Candidate Rating forms must then be placed on the competition file.





## **Step 6) Interview Candidates**

***Interviews are often very stressful for candidates so it is important to make the interview process as comfortable and relaxed as possible.***

- ✓ interviews are not stress tests where you see if you can break the candidate.

***The first thing to do is to create good interview questions.***

- ✓ questions and tests must be directly related to the job or the work situation and cannot include areas as identified under the prohibited grounds for discrimination.
- ✓ the job description is generally the best source of information for developing question areas and topics.
- ✓ other documents such as occupational standards/dacum charts and training needs assessment forms can also be used.
- ✓ questions and tests should cover all of the important areas of the job including:
  - the candidate's interest in the job
  - the qualifications of the candidate
  - the candidate's knowledge and skills, and
  - the personal suitability of the candidate

the Committee should also develop different types of interview questions.

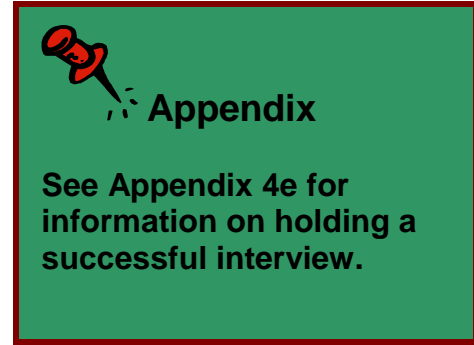
- ✓ once the questions have been created, a pass/fail mark should be set, generally at 60% to 70%.





***You should be well prepared for the interview.***

- ✓ each Selection Committee Member should be provided with an interview package that contains:
  - the job description
  - the selection criteria/candidate rating form
  - the candidate's resume
  - the interview questions form
- ✓ it is also important to make sure that there is coffee or water available for the candidates.



***It is important to conduct the interview in a pleasant and professional manner.***

- ✓ The interview should include:
  - an introduction
  - interview questions interview wrap-up
  - references
  - job-related tests

***Following each interview the selection committee must come to consensus on the rating of the candidate.***

- ✓ following each interview, the Selection Committee Members should compare their notes and come to a consensus on the rating of the candidate.

***Once all interviews have been completed, the committee must come to consensus on the top candidate.***

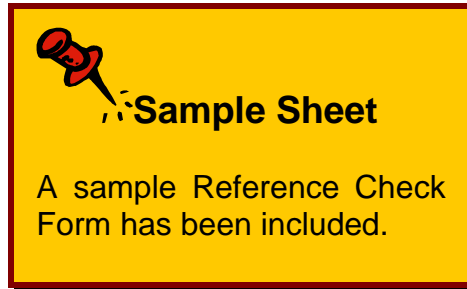
- ✓ consensus should be reached based on the scoring and taking into consideration employment by-laws and policies.



## **Step 7) Complete reference checks**

*The next step is to complete reference checks.*

- ✓ in some cases you may also have to complete criminal records checks.
- ✓ at least two reference checks should be completed, however, three is preferable.
- ✓ if one of the references is questionable, further checks should be completed.
- ✓ two or more poor references indicate a pattern and the candidate should not be considered.



A sample reference check form has been included.

## **Step 8) Make an offer and contact unsuccessful applicants**

*Once you have determined the top candidate and reference checks are completed, you can proceed with an offer of employment.*

- ✓ it is also important to let the unsuccessful candidates know how the competition turned out and the reasons why they were not selected.
- ✓ you can use the information you gathered about the successful candidate to develop a training plan.
- ✓ you can use the information that you have gained from the unsuccessful candidates to help them with future interviews.





## Section 3) Samples Section

### Sample Competition File Checklist

*By the completion of the recruitment and selection process the competition file should contain the following documents.*

Position Title: \_\_\_\_\_

Position Number: \_\_\_\_\_

Date: \_\_\_\_\_

Document	On File	Date
<i>Job Description</i>		
<i>Selection Committee List</i>		
<i>Selection Criteria Form</i>		
<i>Advertisements and posters</i>		
<i>Resumes and applications from all applicants</i>		
<i>Sample interview question and test forms</i>		
<i>Candidate Interview Question and Test Forms</i>		
<i>Candidate Rating Forms (sealed)</i>		
<i>Staffing Decision Form</i>		
<i>Completed Reference Checks (sealed)</i>		
<i>Completed Criminal Records Check Forms (sealed)</i>		
<i>Copies of Letters to Unsuccessful Candidates</i>		





## **Sample Selection Committee Members Form**

**Position Title:** \_\_\_\_\_

**Position Number:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### **Committee Chairperson**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

### **Committee Member**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

### **Committee Member**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_



## Sample Selection Criteria/Candidate Rating Form

**Position Title:** \_\_\_\_\_

**Candidate Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

	Yes	No
<b>Required Criteria</b> (Candidates must have these qualifications or the stated equivalencies in order to be considered for an interview).		
Knowledge of, and ability to conduct bookkeeping including:		
accounts payable		
accounts receivable		
general ledgers		
Knowledge of, and ability to use financial management policies and procedures		
Knowledge of and ability to use budgeting and budgeting procedures		
Ability to use a computerized accounting program		
<b>Preferential Criteria</b>		
<b>Demonstrated knowledge in the areas of:</b>		
Financial legislation, financial policies and procedures		
Generally accepted accounting principles		
Bank reconciliations		
Variance and financial reporting		
Cashflow systems		
Year end financial procedures		
Administration		
Purchasing		
Asset management and control		



Preferential Criteria (continued)	Yes	No
<b>Demonstrated skills in the areas of:</b>		
Supervisory skills		
Listening skills		
Financial management skills		
Leadership and motivational skills		
Written communications skills		
Problem solving and decision making skills		
Team building and relationship building skills		
Computer skills including spreadsheet and wordprocessing applications		
<b>Demonstrated attitudes in the areas of (to be confirmed by interviews and reference checks)</b>		
Organized and have a concern for order		
Cooperative and friendly		
Dedicated and hardworking		
Honest		
Innovative		
Positive		
A team player		
Self confident		
Respectful of others		

**Select for Interview:**

**Yes:** \_\_\_\_\_

**No:** \_\_\_\_\_

If not selected for an interview brief explain why:



## **Sample Job Advertisement:**

# **Hamlet of Northtown**

## **Finance Officer**

The Hamlet of Northtown has an exciting opening for a senior officer level position. Reporting to the Senior Administrative Officer, the Finance Officer is responsible for preparing the Hamlet's budgets, preparing financial reports, providing financial advice, managing all financial and payroll systems and processes, supervising the administrative staff and managing the office.

The candidate must demonstrate knowledge of bookkeeping, financial management and budgeting policies and procedures. The candidate must demonstrate the ability to use a computerized accounting program and have well developed communications skills. Demonstrated supervisory skills and the ability to speak in the Official Language of the region are considered assets.

Salary starts at \$\_\_\_\_\_ per annum plus an annual northern allowance of \$\_\_\_\_\_

Candidates must clearly identify their eligibility to receive priority consideration under By-Law #665 – Employment By-Law.

Closing Date: March 31, 20\_\_

For more information or for a detailed job description contact the Senior Administrative Officer at 867-555-1234

Interested candidates can forward their resumes or applications to:

The Hamlet Office  
Box 304  
Northtown, NWT  
A1A B2B  
867-555-1234 (tel)  
867-555-4321 (fax)

**Job Opportunity – Hamlet of Northtown**



## Sample Completed Selection Criteria/Candidate Rating Form

### Selection Criteria/Candidate Rating Form

**Position Title:** Finance Officer

**Candidate Name:** Joe Smith

**Date:** April 5, 20

	Yes	No
<b>Required Criteria</b> (Candidates must have these qualifications or the stated equivalencies in order to be considered for an interview).		
Knowledge of, and ability to conduct bookkeeping including:	✓	
accounts payable	✓	
accounts receivable	✓	
general ledgers	✓	
Knowledge of, and ability to use financial management policies and procedures	✓	
Knowledge of and ability to use budgeting and budgeting procedures	✓	
Ability to use a computerized accounting program	✓	
<b>Preferential Criteria</b>		
<b>Demonstrated Knowledge in the areas of:</b>		
Financial legislation, financial policies and Procedures	✓	
Generally accepted accounting principles	✓	
Bank reconciliations	✓	
Variance and financial reporting	✓	
Cashflow systems	✓	
Year end financial procedures	✓	
Administration		✓
Purchasing		✓
Asset management and control		✓



<b>Preferential Criteria (continued)</b>	Yes	No
<b>Demonstrated Skills in the areas of:</b>		
Supervisory skills		✓
Listening skills		
Financial management skills		✓
Leadership and motivational skills		
Written communications skills		
Problem solving and decision making skills		
Team building and relationship building skills		
Computer skills including spreadsheet and wordprocessing applications	✓	
<b>Demonstrated Attitudes in the areas of (to be confirmed by interviews and reference checks)</b>		
Organized and have a concern for order		
Cooperative and friendly		
Dedicated and hardworking		
Honest		
Innovative		
Positive		
A team player		
Self confident		
Respectful of others		

**Select for Interview:**

Yes:

No:

**Explain rationale: candidate meet required competencies for the position and has good computer skills.**



## Sample Candidate Interview Form

**Position Title:** Finance Officer

**Candidate:** Jane Smith

**Selection Committee Member:**

**Interview Score:**

**Rating Scale:**

- 1 – Unsuitable Response
- 2 – Adequate Response
- 3 – Answer demonstrates good understanding of the question area
- 4 – Answer demonstrates excellent understanding of the question area

### Section 1) Sample General Questions

<b>Question 1) Why are you interested in this position?</b>	Rating
<b>Anticipated Response:</b> Candidate should demonstrate interest in finance area and interest in working for community government	
<b>Notes on Response:</b>	
<b>Question 2) How would you describe yourself in terms of punctuality and reliability?</b>	Rating
<b>Anticipated Response:</b> Candidate should demonstrate an ability to be at work on time, and attend work on a regular basis	
<b>Notes on Response:</b>	



**Section 2) Sample Knowledge questions**

<b>Question 4) Explain the process for competing a budget?</b>	Rating
<p><b>Anticipated Response:</b> Candidate should be able to explain the steps in completing a budget including:</p> <ul style="list-style-type: none"> <li>✓ forecasting revenues</li> <li>✓ forecasting expenditures</li> <li>✓ consulting with managers</li> <li>✓ identifying priority areas</li> <li>✓ preparing a draft budget</li> <li>✓ making revisions to the budget</li> </ul>	
<b>Notes on Response:</b>	
<b>Question 5) Describe the steps involved in setting up and compiling the general ledger?</b>	
<p><b>Anticipated Response:</b> Candidate should be able to explain the steps involved in compiling the general ledger including</p> <ul style="list-style-type: none"> <li>✓ set up chart of accounts</li> <li>✓ input opening entries</li> <li>✓ enter budget</li> <li>✓ verify and input accounts payable and receivable</li> <li>✓ prepare GL listings</li> <li>✓ reconcile GL accounts</li> <li>✓ prepare trial balance</li> <li>✓ reconcile bank statement</li> <li>✓ prepare monthly financial statements</li> </ul>	
<b>Notes on Response:</b>	





**Section 3) Sample Skills Based questions**

<b>Question 4) Tell us about a leadership or supervisory experience that you have had and how well you feel you did.</b>	Rating
<b>Anticipated Response:</b> Candidate should honestly describe a leadership or supervisory experience and what they would do the same and what areas they would improve on.	
<b>Notes on Response:</b>	
<b>Question 5) Tell us about a situation where you had to solve a problem and how you went about it</b>	Rating
<b>Anticipated Response:</b> Candidate should be able to demonstrate good problem solving skills including ability to identify the problem, analysis the situation, come up with possible solution and recommend appropriate action	
<b>Notes on Response:</b>	

**Section 5) Sample Attitude Based questions**

<b>Question 4) Tell of how you have shown respect for others in the workplace in the past?</b>	Rating
<b>Anticipated Response:</b> Candidate should be able to describe ways in which he/she has been respectful in workplace including those of different cultural or ethnic backgrounds.	
<b>Notes on Response:</b>	



## Sample Reference Check Form

Reference Check Form	
Name of Candidate:	
Person Contacted:	Telephone #
Relationship to Applicant:	
<ol style="list-style-type: none"> <li>1. Nature of position</li> <li>2. Comparison to other employees at a similar level</li> <li>3. Strong points</li> <li>4. Weaknesses</li> <li>5. Compatibility with co-workers</li> <li>6. Compatibility with students and parents</li> <li>7. Work habits</li> <li>8. Potential for advancement</li> <li>9. Degree of supervision required</li> <li>10. Overall attitude</li> <li>11. Overall evaluation of the job performance</li> <li>12. Is there anything else we should know about the person as a potential employer</li> <li>13. Would you rehire the person</li> <li>14. General Comments</li> </ol>	
<div style="display: flex; justify-content: space-around;"> <div style="border-top: 1px solid black; width: 150px;"></div> <div style="border-top: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>Signature</span> <span>Date</span> </div>	



## Section 4) Recruitment and Selection Workbook

### Competition File Checklist

*The competition file should contain the following documents*

Position Title: \_\_\_\_\_

Position Number: \_\_\_\_\_

Date: \_\_\_\_\_

Document	On File	Date
<i>Job Description</i>		
<i>Selection Committee List</i>		
<i>Selection Criteria Form</i>		
<i>Advertisements and posters</i>		
<i>Resumes and applications from all applicants</i>		
<i>Sample interview question and test forms</i>		
<i>Candidate Interview Question and Test Forms</i>		
<i>Candidate Rating Forms (sealed)</i>		
<i>Staffing Decision Form</i>		
<i>Completed Reference Checks (sealed)</i>		
<i>Completed Criminal Records Check Forms (sealed)</i>		
<i>Copies of Letters to Unsuccessful Candidates</i>		



## **Selection Committee Members Form**

Use the following form to identify the Selection Committee Members

**Position Title:** \_\_\_\_\_

**Position Number:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### **Committee Chairperson**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

### **Committee Member**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

### **Committee Member**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_



## Selection Criteria/Candidate Rating Form

Use this form to determine the Selection Criteria and to Rate the Candidates  
(make additional copies if necessary)

**Position Title:** \_\_\_\_\_

**Candidate Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

	Yes	No
<b>Required Criteria</b> (Candidates must have these qualifications or the stated equivalencies in order to be considered for an interview).		



**Chapter 4: Recruitment and Selection**

Preferential Criteria	Yes	No

**Select for Interview:**

**Yes:** \_\_\_\_\_

**No:** \_\_\_\_\_

If not selected for an interview brief explain why:



## Job Advertisement Form

1) Name of the Position: \_\_\_\_\_

2) Location of Position \_\_\_\_\_

3) Name of Organization: \_\_\_\_\_

4) Briefly describe the reporting relationship and main responsibilities of the position (information to be taken from the job description and the selection criteria):

5) Briefly describe the competencies required for the position including any bona fide occupational requirements:



**6) Provide the salary range and/or starting salary:**

**7) Provide any policy statements such as Employment By-Laws**

**8) Provide the Closing Date:**

**9) Tell candidates where they can get more information:**

**10) Tell candidates where to forward their resumes:**





## Sample Candidate Interview Form

Position Title:  
Candidate:  
Selection Committee Member:

Interview Score:

Rating Scale:

- 1 – Unsuitable Response
- 2 – Adequate Response
- 3 – Answer demonstrates good understanding of the question area
- 4 – Answer demonstrates excellent understanding of the question area

Question:	Rating
Anticipated Response:	
Notes on Response:	
Question:	Rating
Anticipated Response:	
Notes on Response:	



**Chapter 4: Recruitment and Selection**

<p><b>Question:</b></p>	<p>Rating</p>
<p><b>Anticipated Response:</b></p>	
<p><b>Notes on Response:</b></p>	
<p><b>Question:</b></p>	<p>Rating</p>
<p><b>Anticipated Response:</b></p>	
<p><b>Notes on Response:</b></p>	



## Sample Reference Check Form

Reference Check Form	
Name of Candidate:	
Person Contacted:	Telephone #
Relationship to Applicant:	
Nature of position	
Comparison to other employees at a similar level	
Strong points	
Weaknesses	
Compatibility with co-workers	
Compatibility with students and parents	
Work habits	
Potential for advancement	
Degree of supervision required	
Overall attitude	
Overall evaluation of the job performance	
Is there anything else we should know about the person as a potential employer	
Would you rehire the person	
General Comments	
<div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">           _____            Signature         </div> <div style="text-align: center;">           _____            Date         </div> </div>	



## **Section 5) Recruitment and Selection Appendices**

### **4a) Traditional Vs. Competency Based Recruitment and Selection**

Traditional recruitment and selection processes relied on education and experience as criteria for hiring an employee. There are several problems associated with this approach including:

- education and experience are not specific to a job – the fact that a person has a certain diploma or degree does not necessarily mean that they have the required knowledge, skills and attitudes to be successful in a specific job.
- it makes the hiring process more difficult – education and experience cannot be used as the basis for asking job related questions.
- it cannot be integrated with other parts the human resource development process – education and experience cannot be used as the basis for performance evaluation or training and development.
- in many cases it is illegal – the fact that someone does not have specific education and experience does not necessarily mean they cannot do the job; using the traditional system therefore involves systemic barriers to employment and is therefore illegal.

Competency based recruitment and selection processes involve hiring candidates who knowledge, skills and attitudes (otherwise known as competencies) that are specific to a position. It does not matter how they achieved those competencies as long as the candidate can demonstrate they have them.

Competency based recruitment and selection is a much better method because it addresses each of the above issues in a fair and systematic way.



Competency based recruitment is also much better suited to the north where people have tremendous knowledge, skills and attitudes that have been gained in ways other than through formal education and experience.

## **4b) Uses of Recruitment and Selection**

The primary purpose of recruitment and selection is to find and hire the right person for a job in the right way. But the process also has a number of other uses that are very important including:

- Recruitment is a means of advertising not only the job, but also the community government. A good recruitment campaign can serve to gain interest and attract candidates for future positions with the organization.
- Recruitment is also a good overall way of advertising and marketing the community government.
- The selection process allows you to evaluate the top candidate and to find out his/her strengths and weaknesses. This can result in the first stage in the performance review and training and development process.
- The selection process can also be used a means of career development for unsuccessful candidates. Candidates who are unsuccessful can be informed what areas they need to develop in order to be successful in the future.
- The selection process, if done properly, can also be used to defend the community government from accusations of favouritism and legal challenges to hiring a specific person.



## **4c) The Recruitment and Selection Process**

Recruitment and selection can be a time-consuming and extended process. However, the better prepared you are, the smoother the process will be. There are many ways in which the hiring process can take place. The following is a standard process used by many organizations and is based on a competency-based model of human resource development.

**Step 1) Create a Competition File** – the first step is to create a competition file as soon as you know that a staffing competition is about to take place. The competition file is critical since it will hold all the necessary and **confidential** documents for the competition.

**Step 2) Form a Selection Committee** – the next step is to form a selection committee. This committee should include no more than four people and include the supervisor, a senior manager and the person responsible for human resources. It may also include a Community or Council representative and/or an industry expert.

**Step 3) Establish the Selection Criteria** – the selection criteria is critical since it is the basis for recruitment and selecting the individual. The selection criteria consist of the knowledge, skills and attitudes required to be competent in the position and must be related to the current job description.

**Step 4) Advertise the Position** – creating an attractive and realistic advertisement is important as it advertises not only their position but also the community government and the community. Advertising the position can take many forms including posters around the community, radio and TV ads, Internet site postings and newspaper advertising.

**Step 5) Select Candidates for Interview** – this is one of the most difficult steps in the process since you have to select candidates to be interviewed based on a limited amount of information provided in an application or resume.

**Step 6) Interview the Candidate** – the secret to interviewing the candidate is to be well prepared including having well designed job related interview questions and tests.



**Step 7) Complete reference and criminal records checks** – reference checks (and criminal records checks where necessary) are critical as they provide you with information on how the person has performed in the past.

**Step 8) Make an Offer and Notify Unsuccessful Candidates** – generally the best part of the process is offering the successful candidate the job. One of the hardest parts is notifying unsuccessful candidates. It is important to do this in a respectful and positive manner. The results of the competition should be used for training and development of the successful candidate as well as any employees who were not successful on the competition.



## 4d) Advertising

Advertising and recruitment can take many forms so it is as important to decide how and where to advertise as it is to write a good, clear ad about the job.

### a) Determine where to advertise

Where you advertise will depend largely on where you think you can attract qualified candidates. Many community government positions can be filled with people from the community so there is no need to advertise outside of the community. However, some positions may require specialized skills or knowledge that is not readily available in the local area. For these positions you will have to decide whether to advertise regionally, territorially or nationally.

### b) Determine the type of advertising to use

While most people think of employment ads as being in newspapers, there are several other ways to advertise a vacancy including:

- ✓ **attending trade and/or career fairs** – trade and career fairs are excellent opportunities for you to recruit future staff and employees.
- ✓ **using posters in local meeting places** – this is one of the best ways to advertise locally; posters can be placed in such areas as the Coop or Northern Store, town halls, the Municipal or Band Office and so on.
- ✓ **advertisements on the local radio station** – many northern communities have local radio stations that are willing to broadcast job opportunities.
- ✓ **professional and trade publications** – professional and trade magazines are useful for filling specialized or hard to fill positions.





- ✓ **websites** – many northern communities have their own web sites where they can also post job ads.
- ✓ **search consultants** – search consultants may be used for highly specialized positions that are very difficult to fill.
- ✓ **word of mouth advertising** – word of mouth is still the best way to advertise a position, particularly in the North where people know each other very well.

### **c) Prepare the job advertisement and/or poster**

Once you have decided how and where to advertise the position, it is possible to create a job advertisement. Job advertisements must be based on the information in the job description and in the selection criteria.

Job ads should contain at least the following information:

- ✓ title and location of the position
- ✓ name of the community government or organization
- ✓ a brief description of the responsibilities and duties
- ✓ competencies required for the position
- ✓ salary range
- ✓ where to send resumes, and
- ✓ closing date of the competition

If the position is to be advertised outside of the community, it should also include some information about the community and the organization.

Keep the following in mind when you are preparing the ad:

**Make the ad clear and concise** – you want to get as much information in as few words as possible.



**Make the ad graphically appealing** – your ad will have to compete with several others to catch the attention of potential candidates, one way to do this is to use graphics such as logos, borders, bullets and other icons.

**Don't try to oversell the job or the community government** – you should be both positive and realistic in your ad in order to attract candidates who have a realistic view of the north and an understanding of some of the personal and professional challenges they will face.

**Avoid the use of jargon and acronyms** – many people will not be familiar with jargon and acronyms (such as LHO.)

By using these tips, you will be able to write effective ads that can be placed in a variety of media.



## **4e) Interviewing**

Following is the recommended process for conducting a successful interview.

### **a) Develop interview questions and tests**

Creating good interview questions and tests is critical to conducting a successful interview. Questions and tests must be directly related to the job or the work situation and cannot include areas as identified under the prohibited grounds for discrimination. The job description is generally the best source of information for developing question areas and topics, however, other documents such as position profiles, occupational standards/dacum charts and training needs assessment forms can also be used.

Questions and tests should cover all of the important areas of the job including:

- ✓ the candidate's interest in the job
- ✓ the qualifications of the candidate
- ✓ the candidate's knowledge and skills, and
- ✓ the personal suitability of the candidate

The Committee should also develop different types of interview questions such as:

**General Information** – general information questions are used to get a better understanding of the candidate and his/her background. These types of questions are also useful for finding out why a candidate is interested in the position and why the candidate feels that he/she is a good candidate for the job. General information questions may include:

- Tell us about your background and how it relates to this position?
- Why are you interested in this position?
- What are your career goals and how would this position help you to achieve them?



**Situational Questions** – situational questions can be used to see how a candidate may respond in a real life situation. It provides the Committee with insight into how the candidate thinks when faced with particular situations. An example of a situational question for a Finance Officer may be:

- You have been asked to prepare the annual budget. What steps would you take to ensure the budget is completed in on time?

**Experiential Questions** - many organizations now use experiential (or behaviour based) questions. These types of questions are used to determine what the candidate has done in similar situations in the past. Experiential questions are considered the most reliable since past behaviour is generally the best indicator of future actions. It is also easier to ask follow-up questions and easier to conduct reference checks since you can verify what the candidate has told you with the reference. Examples of experiential questions include:

- Tell me how you have handled a situation where a vendor or client is unhappy because he/she feels that he/she was not paid properly or on time.

**Job Related Tests** – job related tests are used to test a candidate’s knowledge and skills in specific areas. Job related tests are generally good indicators of how the candidate will perform in the job. An example of a job related test for a finance officer is to ask the candidate to review a financial statement and tell analyze how well the community government is doing in terms of fiscal management.

Once the questions have been created, a pass/fail mark should be assigned. The mark is generally set at 60 to 70%. The questions can then be placed on a Candidate Interview Question Form. During the interview, each Member of the Selection Committee should have a copy of the Candidate Interview Question Form for each candidate.



### **b) Prepare for the Interview**

It is important to be well prepared for the interview before the interview starts. Preparing for the interview includes making sure that each committee member has an interview package for each candidate. The interview packages should include:

- ✓ the job description
- ✓ the selection criteria/candidate rating form
- ✓ the candidate's resume
- ✓ the interview questions form

The selection committee should also meet at least ½ hour prior to the start of the interview to decide which members will ask which questions and to review all of the material.

It is also important to make sure that there is coffee or water available for the candidates and the committee members and that the interviews are being held in a secure and confidential area. Remind the committee members that everything that is said in the interview is strictly confidential and is not to be repeated outside of the interview room.

### **c) Conduct the Interview**

It is important to conduct the interview in a pleasant and professional manner. Interviews should not be seen as stress tests, but as an exchange of information between the Committee Members and the candidates. Most candidates will want to get as much information from you as you want to get from them. The interview should include:

- a) **an introduction** – the candidate should be introduced to each member of the Selection Committee and be informed about the interview process.
- b) **interview questions** - in order to be fair, all candidates must be asked the same set of questions, however, you may want to ask different follow-up or probing questions for each candidate depending on his/her response.



- c) **interview wrap-up** - the Chairperson should ask the candidate if he/she has any questions at the completion of the interview.
- d) **references** - the Chairperson must ask the candidate for references and to sign a Criminal Records Check form (if necessary for the position) References must include the current and/or most recent supervisor. In some cases the candidate may not want to give this person's name since he/she may still be working with the organization. In these cases the Chairman should let the candidate know that this is acceptable but that the Committee will want to speak to the current supervisor before making a final decision.
- e) **job-related tests** – have the candidate go to another area to complete any job related tests.
- f) **consensus on the rating of the candidate** - following each interview, the Selection Committee Members should compare their notes and come to a consensus on the rating of the candidate. It is important to do this right after the interview so that the responses are fresh in everyone's minds.

**d) Provide Information to the Candidate**

It is also important to provide the candidate with good information so that he/she can make an informed decision about the job. You do not want to hire someone only to have him or her resign within six months because the job is not what he or she expected.

Information to give the candidate should include:

- **salary range and standard benefits** – the benefits that are included with the position such as insurances, dental plan and so on.



- **availability of housing and housing conditions** – whether housing is provided or available in the community, the cost of housing and the cost of heat and utilities.
- **information about the job** – provide a copy of the job description and a list of goals and objectives of the DEC, and.
- **special or unique challenges and opportunities** – what will make the job exciting and challenging.

If possible, this information should be provided in a package that is sent to the candidates prior to the interview.

The committee must come to consensus on the top candidate based on the scoring and taking into consideration Employment By-Laws or Affirmative Action policies.







## Chapter 5) Orientation

The orientation process is the way in which new employees become familiar with their new job and the workplace. Believe it or not, all organizations have an orientation process. The typical orientation process is to show the new employee their desk, their phone and computer, usually where the washroom is and whom they sit beside, and then they are left to their own devices. Of course some organizations don't even go that far.



An orientation program is a systemic way for employers to introduce the new employee to the job and workplace and to make sure that he/she is comfortable in the new environment in as short a time as possible.

### Why Orientation Is Important

***Orientation is important to human resource development because it helps new employees become comfortable in their new position.***

- ✓ studies have shown that the highest rate of turnover occurs within the first six months of employment.



- ✓ orientation programs can help to reduce this turnover by making employees feel more at home in the workplace in a shorter period of time.
- ✓ establishing an orientation program will help to alleviate “*new job stress.*”
- ✓ orientation programs also allow employees to become more productive in a shorter period of time.
- ✓ orientation is also important because it introduces the employee to the rules and culture of the organization.

## **Who Should be Involved in Orientation Programs**

***The key people who should be involved with the orientation program are:***

- ✓ The senior manager to welcome the person on behalf of the organization and provide information about the organization, workplace rules and so on.
- ✓ The supervisor to provide information about the workplace, introduce the person to staff and provide information about the job.
- ✓ The human resources specialist to provide information about pay and benefits, leave entitlements, pensions and so on.
- ✓ A member of the Board, Association or Council to welcome the new employee.



## **When Should the Orientation Program Take Place**

*An orientation program should start the day that the new employee accepts the position.*

- ✓ as part of the orientation program the new employee should be provided with some basic information about the organization such as the organization structure, organizational rules and information about the job and the pay and benefits.
- ✓ the orientation should include introductions to staff, showing the employee around the office and providing the employee with time to meet with the Senior Manager and the supervisor.

## **The Uses of an Orientation Program**

*The primary purpose of an orientation program is introducing the new employee to the job and the workplace and to make him/her comfortable.*

- ✓ other important purposes include:
  - **Reducing employee turnover** –most employee turnover occurs within the first six months of work.
  - **Reducing errors** – employees who are familiar with the work environment and the job make fewer mistakes.
  - **Saving time** – employees who have been given an orientation spend less time trying to figure out how things work and more time being productive.
  - **Develop clear job and organizational expectations** – employees are less likely to end up doing the wrong thing and/or doing the right thing in the wrong way.



- **Introduce the employee to the culture of the workplace** –it is important for new employees to have an understanding of both the culture of the workplace and the cultures of the people that work there.

## **Tools and Resources**

*There are a number of tools and resources that you can use to assist you in the staffing process. These tools and resources include:*

- ✓ **this manual and workbook:** you can use this manual and workbook to develop your own orientation program.
- ✓ **current job descriptions** – current job descriptions should be included in the orientation program.
- ✓ **Regional MACA Staff** – Regional MACA Staff can also help you to develop an orientation program.



## Section 2) Orientation How to Guide

*Orientation programs consist of essential information that employee needs to be comfortable and productive in the workplace.*

- ✓ not all information should be provided at once, as it will result in information overload.
- ✓ all important information should be provided to the employee in a booklet or handbook.
- ✓ Orientation programs should include information on the following topics:
  - **Organizational Matters:** the employee should be introduced to the purpose and structure of the organization.
  - **Job Related Matters:** the employee should be provided with specific information about his/her job.
  - **Employment related matters:** the employee should be introduced to matters related to employment.
  - **General introductions:** it is important to introduce new employees to others in the workplace so they feel at home as soon as possible.



### Sample Sheet

A sample Orientation Checklist has been included in the Samples Section.



## **Step 1) Prepare an Orientation Folder**

*It is important to have the information the employee will need in a simple format that the employee can review at his/her leisure. Information to put in the folder includes organizational, job related and general employment information.*

### **Organizational Information:**

- ✓ History and structure of the community government (include an organizational chart)
- ✓ Organizational vision, mission, mandate, principles, values, goals and objectives
- ✓ Rules of the organization
- ✓ Programs and services provided by the organization

### **Job Related Information:**

- ✓ A current job description
- ✓ Relationship to other jobs
- ✓ Supervisory positions
- ✓ Layout of physical facilities and equipment
- ✓ Important processes and procedures (i.e. how and where to get tools, supplies, etc.)
- ✓ Safety procedures and processes

### **General Employment Information related matters**

- ✓ Pay scales
- ✓ Probationary period
- ✓ Disciplinary process
- ✓ Training and development procedures
- ✓ Performance appraisals procedures
- ✓ Rules of the organization
- ✓ Benefits including pensions, insurances and so on
- ✓ Entitlements such as rest breaks, holidays (including process for applying for holidays)



## **Step 2) Introduce the Employee to Others**

***Even though the new employee is likely to know most, if not all of the other employees, he/she should be taken around to let everyone know he/she has started and to help build a sense of team.***

- ✓ at the same time it is important to let the employee know where things are such as washrooms, supplies, filing cabinets and other materials and resources that he/she will need as part of the job.
- ✓ the employee should also be formally introduced to others that he/she will be working with on a regular basis such as Regional MACA Staff, contractors and suppliers, other government officials and so on.

## **Step 3) Go Over Important Information**

***Before the new employee starts the job, the supervisor should sit down with him/her to go over important aspects of the job.***

- ✓ this includes a review of the job description, providing the employee with a performance evaluation form and training needs assessment form and going over the rules of the office.
- ✓ the senior manager should also spend some time with the supervisor and the employee to go over the mission, mandate, goals and objectives of the organization as well as the organizational structure.





## **Step 4) Sign Up for Benefits and Entitlements**

*An important part of the orientation process is to ensure the employee is set up on the pay and benefits systems and that he/she signs all the necessary benefits paperwork.*

- ✓ this should be done with the supervisor and the person responsible for administering pay and benefits.

## **Step 5) Follow-Up Sessions**

*Follow-up orientation sessions should be scheduled with the employee after one to two weeks, one month and after six months.*

- ✓ this will provide the employee with a scheduled time to ask any questions they have and to clarify policies and procedures.
- ✓ at the six-month orientation session you may want to complete a performance appraisal and training needs assessment form.





## Section 3) Samples Section

### Orientation Program Checklist

Item	Date Completed
<b>Provide employee with orientation folder including:</b>	
<b>Organizational Information:</b>	
✓ History of the community government	
✓ Structure of the community government including the Council or Board structure (organizational chart)	
✓ Organizational vision, mission, mandate, principles, values, goals and objectives	
✓ Rules of the organization	
✓ Programs and services provided by the organization	
<b>Job Related Information:</b>	
✓ A current job description	
✓ Layout of physical facilities and equipment	
✓ Safety procedures and processes	
<b>General Employment Information related matters:</b>	
✓ Pay scales	
✓ Probationary period	
✓ Disciplinary process	
✓ Training and development procedures	
✓ Performance appraisals procedures	
✓ Benefits information	
✓ Entitlements such as rest breaks, holidays (including process for applying for holidays)	



## Orientation Program Checklist

The following process will be used to orient new staff to the workplace

Item	Date Completed
<b>Introduce employee to co-workers and workplace</b>	
<b>Make formal introductions to:</b>	
✓ Senior Officer	
✓ Co-workers	
✓ Representatives from other governments and organizations	
✓ Vendors, contractors and other	
<b>Show employee around the office including:</b>	
✓ Washrooms	
✓ Supply areas	
✓ Tools/equipment areas and storage	
✓ Filing cabinet	
✓ Other:	
<b>Go over important information with the employee including:</b>	
✓ Job description, performance appraisal and training needs assessment process	
✓ Mission, mandate, goals and objectives	
✓ Organizational structure	
✓ Organizational rules	
✓ Review safety rules and information	
✓ Other:	



## Orientation Program Checklist

Item	Date Completed
<b>Go over benefits and entitlement information</b>	
✓ Ensure employee signed up on pay system	
✓ Review and sign up for benefits	
✓ Review entitlements	
✓ Review personnel policies and procedures	
✓ Vendors, contractors and other	
<b>Schedule follow up sessions:</b>	
✓ Two-week follow-up meeting	
✓ One month follow up meeting	
✓ Six months follow-up meeting including performance review and training needs assessment	





## Chapter 6) Performance Evaluation

Everyone likes to be praised for what they do. At the same time, while very few people like criticism, most people want to know what they could do better. The purpose of performance evaluation is to let employees know what they are doing well and what areas need improvement.

For the employee this means that he/she will have a chance to get a pat on the back for things that are done well and work on areas that need improvement. For the organization, performance evaluation is an opportunity to congratulate staff for what they do well and develop strategies to allow employees to be even more effective in their jobs.



### Why Performance Evaluation Is Important

***Performance evaluation is important because people like to know how they are doing in a job.***

- ✓ people feel better and are more productive if they are secure that they are doing the right thing in the right way.
- ✓ in many organizations, people are not sure if they are doing a good job – and in some cases, they are not even sure what their job is.



***Performance evaluation is also important for the community government because it leads to increased productivity and efficiency.***

- ✓ it allows the community government to identify areas of improvement for each employee and develop strategies to help employees improve.
- ✓ community governments can also recognize and reward employees for doing a good job.

### **Who Should be Involved in the Performance Evaluation Process**

***In most organizations the performance evaluation is completed by the supervisor and the employee.***

- ✓ many organizations now involve others in the process such as senior managers, peers and even clients through 360 degree performance reviews.

### **When Should Performance Evaluation Take Place**

***A formal performance evaluation should take place at least once a year.***

- ✓ supervisors should be letting employees know what they are doing well and what they need improvement on throughout the year.
- ✓ there should be no surprises when it comes time for the performance evaluation.



***New employees should be provided with a performance evaluation form as soon as they are hired.***

- ✓ this will let them know what they will be evaluated on.
- ✓ the initial performance evaluation should take place six months after the employee is hired, especially if there is a probationary period.

## **Tools and Resources**

***There are a number of tools and resources that you can use to assist you in the performance evaluation process.***

- ✓ **this manual and workbook:** you can use this manual and workbook each time you need to conduct a performance evaluation.
- ✓ **current job descriptions** – the performance evaluation process must be tied directly to the current job description.
- ✓ **Community Government Training Needs Assessment Tool** – is an excellent resource for identifying performance factors.
- ✓ **Occupational standards/dacum charts** - occupational standards/dacum can also be used to identify performance factors and competencies.



## Section 2) Performance Evaluation How to Guide

*Performance evaluation should be handled in a positive and sensitive manner.*

- ✓ performance evaluations should be seen as ways to help employee and not as ways to criticize or punish staff.
- ✓ there are four steps in the performance evaluation process.

### Step 1) Define Performance Expectations

*The first step is to define the performance expectations for the position.*

- ✓ it is very difficult for employees to do a good job if they don't know what they are being rated on.
- ✓ defining the performance expectations is therefore a critical step in the performance evaluation process.

*Performance expectations must come directly from the job or the work environment and must relate to the job description in some way.*

- ✓ much of this work has already been done through the Community Government Training Needs Assessment Forms, and Occupational Standards/Dacum Charts.
- ✓ performance expectations should be grouped into major categories with related tasks.



#### Sample Sheet

**A sample Performance Evaluation Form has been included in the Samples Section.**





- ✓ the employee can then be rated against the major category or each individual task within the category.
- ✓ the performance expectations should be placed on a performance evaluation form.
- ✓ employees should be provided with a performance evaluation form for their position as soon as they are hired.

## **Step 2) Rate the Employee**

***The next step is rate the employee according to the performance evaluation form.***

- ✓ both the supervisor and the employee should complete a rating.
- ✓ the Supervisor's rating should be based on documented evidence of the employee doing things well and areas that need improvement.
- ✓ it is important to have specific examples that can clearly demonstrate the reasons for the supervisor's evaluation.
- ✓ it is also important for the supervisor to discuss the employee's performance throughout the year - there should be no surprises at the time of the performance evaluation.



## **Step 3) Hold a Performance Evaluation Meeting**

*The third step is to hold a performance evaluation meeting with the employee.*

- ✓ the supervisor should be ready to discuss the ratings, have concrete examples to back up the ratings and be prepared to consider the employee's self-appraisal.
- ✓ it is important to allow the employee to have input into the appraisal and be as flexible as possible in giving a final rating.
- ✓ the final rating for each performance factor, however, is up to the supervisor.

*During the meeting the supervisor and the employee should also develop goals and objectives for the coming year.*

- ✓ there should be no more than five or six goals.
- ✓ the supervisor and the employee should also develop strategies that will help the employee improve in areas where he/she needs further development.

## **Step 4) Finalize the Evaluation**

*The last step is to finalize the appraisal.*

- ✓ the supervisor and the employee should sign the appraisal.
- ✓ the employee should be given an opportunity to comment on the appraisal and say whether he/she agrees with it.
- ✓ the appraisal should then be signed by the senior manager and placed on the employee's file.



## **Section 3) Samples Section**

### **Hamlet of Northtown Employee Appraisal Form**

#### **1) Personal Information**

Name: Joe Smith

Title: Finance Officer

Period Covered:

From: April 1, 20\_\_ To: March 31, 20\_\_

#### **2) Rating Scale**

1. Needs Significant Improvement – employee is unable to complete task or perform function in a satisfactory manner even with assistance
2. Need Improvement – employee can complete task or perform function with considerable assistance
3. Satisfactory – employee can complete task or perform function in a satisfactory manner with little or no assistance
4. Very Good – employee consistently complete task or perform functions in an above average manner with little or no assistance
5. Outstanding – employee consistently completes task or performs function at a very high level with little or no assistance



**3) Performance Rating**

<b>Category</b>	<b>Rating</b>			
Budgeting, financial reporting and financial advice			3	
<b>Tasks/Competencies</b>				
Assist with development of the capital plan			3	
Analyze historical data			3	
Estimate annual revenues				4
Prepare and submit budgets for approval		2		
Monitor hamlet revenues			3	
Prepare financial reports (income statements, balance sheets and variance reports)			3	
Prepare financial reports for funding agencies			3	
Provide financial advice		2		
Review funding options and proposals			3	
<b>Comments:</b> Joe is doing a satisfactory job of preparing financial reports. With training and development Joe will improve in this area.				

<b>Category</b>	<b>Rating</b>			
Manager Hamlet financial transactions				4
<b>Tasks/Competencies</b>				
Ensure A/P, A/C, revenue and GL are processed and maintained				4
Set up Chart of Accounts				5
Make corrections to entries				4
Implement cash controls and manage cash flow				5
Prepare trail balances and reconcile bank statements				4
Respond to customer inquiries			3	
Prepare aged listings				4
Prepare monthly financial statements				5
Manager year-end close-out				4
<b>Comments:</b> Joe has done a very good to outstanding job of managing hamlet financial transactions. No further training or development is required.				



**4) Goals and Objectives**

The goals and objectives for Joe for the coming period are:

- 1) to maintain the quality of standards in the management of financial transactions.
- 2) to improve in the financial and budgeting areas by ensuring that budget and financial reports are prepared in a timely and accurate manner.
- 3) to ensure that financial staff have opportunities for training and development throughout the year.

**5) Future Plans**

Joe is interested in the Senior Manager position. Joe shows good potential for this position, however, he needs to develop his budgeting and analytical skills, communications skills and supervisory skills. A training and development plan will be established to allow Joe to develop in these areas.

**6) Employee Comments**

I agree with the comments made in this appraisal.

**Supervisor's Signature**

This is to confirm that the above performance evaluation is accurate and complete.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Employee's Signature**

This is to confirm that I have read the above performance evaluation.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_



## Section 4) Workbook Section

Using the following, develop a performance appraisal form (make copies of pages if required)

### Hamlet of Northtown Employee Appraisal Form

#### 1) Personal Information

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Period Covered:

From: \_\_\_\_\_ To: \_\_\_\_\_

#### 2) Rating Scale

1. Needs Significant Improvement – employee is unable to complete task or perform function in a satisfactory manner even with assistance.
2. Need Improvement – employee can complete task or perform function with considerable assistance.
3. Satisfactory – employee can complete task or perform function in a satisfactory manner with little or no assistance.
4. Very Good – employee consistently complete task or perform functions in an above average manner with little or no assistance.
5. Outstanding – employee consistently completes task or performs function at a very high level with little or no assistance.



**Community Government  
Human Resource Development System**

**Chapter 6: Performance Evaluation**

Category	Rating				
<b>Tasks/Competencies</b>					
Comments:					

Category	Rating				
<b>Tasks/Competencies</b>					
Comments:					



**4) Goals and Objectives**

**5) Future Plans**

**6) Employee Comments**

**Supervisor's Signature**

This is to confirm that the above performance evaluation is accurate and complete.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Employee's Signature**

This is to confirm that I have read the above performance evaluation.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_





## **Chapter 7) Training and Development**

Training and development is the means to ensure that employees have the required knowledge, skills and attitudes required for their current position and that they are developing the competencies required for future positions. Training and development can take many forms including:

- Courses and workshops
- Self-directed training
- On the job training
- Mentoring and coaching
- Conferences and meetings
- Computer based and Internet training

Selecting the appropriate form of training will depend on the situation and needs of the learner and the cost and availability of training programs. However, it is important to select a type of training that:

- the learner is comfortable with and can be successful at the training
- the training will meet the stated training objectives, and
- the training will increase the productivity, efficiency and effectiveness of the employee and the organization.





## **Why Training and Development Is Important**

***Training and development is absolutely critical in the north.***

- ✓ many northerners enter the workforce without the competencies required for the position.
- ✓ community governments need to be committed to helping local people access and become successful in available positions.
- ✓ training local people also allows them to move into more senior positions, which creates openings for others within the community.

## **Who Should be Involved in the Training and Development Process**

***Training and development is the responsibility of community government, the supervisor and the employee.***

- ✓ together the senior officer, the supervisor and the employee need to identify training needs.
- ✓ they must also work together to establish a training and development plan and identify suitable training opportunities.



## **When Should Training and Development Take Place**

***Training and development should be seen as something that happens as a natural part of the workday.***

- ✓ everything from staff meetings to on the job training to tailgate safety meetings is considered training and development
- ✓ formal training opportunities should be made available as often as possible, but at least once a year for each employee
- ✓ training needs assessments should be completed on an annual basis
- ✓ they can be completed in conjunction with performance evaluations.



## ✓ Tools and Resources

*There are a number of tools and resources that you can use to assist you in the training and development process, however, the key tools to use are:*

- ✓ **this manual and workbook:** you can use this manual and workbook to develop training and development plans for your staff.
- ✓ **current job descriptions** – training and development must relate to the job or the work environment or future jobs, otherwise it is a waste of precious training dollars.
- ✓ **Community Government Training Needs Assessment** provides community governments with a tool to identify staff training requirements.
- ✓ **College Calendars** – each of the northern colleges distributes a college calendar once a year. Community governments can use these calendars to identify college training programs that will be of benefit to their employees.
- ✓ **School of Community Government Course List** – the School of Community Government also produces a course list that identifies courses put on by the School.
- ✓ **Regional MACA Offices** – regional MACA Offices are aware of upcoming community government training and development opportunities. Contact their offices for more information on training events scheduled for your region and/or the Territory.



## **Section 2) Training and Development How to Guide**

***Training and development is an important part of ensuring that employees have the competencies required to be successful in their jobs.***

- ✓ training and development is also important to ensure employees have the knowledge, skills and attitudes required to move into more senior positions.
- ✓ there are four steps in developing a training plan.
- ✓ training plans should be completed at the same time as performance evaluations.

### **Step 1) Identify Competencies**

***The first step is to define the competencies for the position.***

- ✓ competencies are knowledge, skills and attitudes required for the position.
- ✓ competencies for most community government positions have been identified in the Community Government Training Needs Assessment Tool.
- ✓ community governments can use this tool to select the competencies for their positions.
- ✓ you may also want to add other competencies from the job description or from other sources such as Occupational Standards/Dacum Charts.



## **Step 2) Complete the Training Needs Assessment Forms**

*The next step is for both the supervisor and the employee to complete the training needs assessment form.*

- ✓ training needs assessment forms are found in the Community Government Training Needs Assessment Tool.
- ✓ both the supervisor and the employee should complete a rating.
- ✓ the assessments can be completed at the same time as the performance evaluations.
- ✓ the Supervisor's rating should be based on documented evidence of the employee doing things well and areas that need improvement.

## **Step 3) Hold a Training Needs Assessment Meeting**

*The third step is to hold training needs assessment meeting with the employee.*

- ✓ the supervisor should be ready to discuss the assessment, have concrete examples to back up the ratings and be prepared to consider the employee's self-assessment.
- ✓ both the supervisor and the employee should identify possible training opportunities at the meeting.



- ✓ training opportunities must meet the following criteria:
  - that the learner is comfortable with and can be successful at the training
  - that the training will meet established training objectives, and
  - that the training will increase the productivity, efficiency and effectiveness of the employee and the organization.

### **Step 4) Enter the Information Into the CGTNA Database System (Currently in Design Phase)**

*The information from the training needs assessment should be entered into the Community Government Training Needs Assessment Database System.*

- ✓ the purpose of this system is to identify and track training needs on an individual, community, regional and territorial basis.
- ✓ by using this system, communities will be able to identify staff that have similar training needs and identify training opportunities that meet the needs of several employees.





## **Step 5) Forward the Information to the Regional MACA Office**

*Providing the regional MACA Office with access to individual and community government training needs will enable them to identify training opportunities for several communities.*

- ✓ this will result in cost savings through economies of scale.
- ✓ the Regional MACA Office will also be in a better position to determine the priorities for training and deliver appropriate training events.
- ✓ the School of Community Government will also be able to use this information on a Territorial wide basis to ensure they are developing and delivering training programs that meet the needs of community governments.

## **Step 6) Develop Training and Development Plans**

*Training plans should then be developed for each employee.*

- ✓ the training plan should identify and prioritize the areas that need development.
- ✓ the plan should also identify training opportunities that meet the training need.
- ✓ the training plan should be updated each year in conjunction with the training needs assessments.





## **Step 7) Apply for Training**

***Once training plans are developed, employees should be encouraged to apply for training as it becomes available.***

- ✓ training opportunities should be consistent with the needs identified in the training plan and meet the other criteria described above.
- ✓ applications for training must be submitted to the supervisor and should be approved by the senior manager.



### **Sample Sheet**

**A sample Employee Training Application Form has been included.**

## **Step 8) Evaluate Training**

***The final step is to evaluate the training. It is important to make sure your community government is getting the best bang for its training buck.***

- ✓ good training programs should be used for other employees, while training programs that get a poor evaluation should be avoided in the future.
- ✓ training evaluations should be kept on file so there is an ongoing record of the value of the training.



## Section 3) Samples Section

### Employee Training Application Form

#### 1) Personal Information

Name: \_\_\_\_\_

Title: \_\_\_\_\_

#### 2) Training Applied for

Type if Training: \_\_\_\_\_

Name of Program: \_\_\_\_\_

Cost: \_\_\_\_\_

Location: \_\_\_\_\_

#### 3) Purpose of Training

Identify competencies from the employee's training plan that will be developed by this training:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### 4) Supervisor's Signature

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

#### 5 Senior Officer's Signature

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_