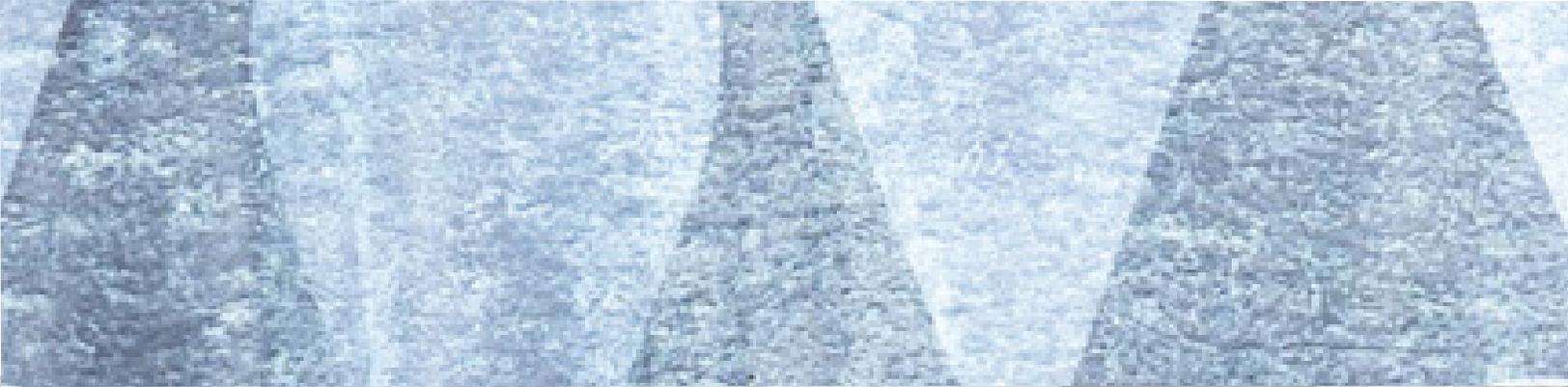




CENTRAL VANCOUVER ISLAND
J O B S
JOB OPPORTUNITIES BUILDING SOCIETY

Employer Toolkit
2017





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CENTRAL VANCOUVER ISLAND

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Introduction

In a dynamic and ever-changing labour market, many of the 'rules' regarding the best places to advertise and how to attract the best potential employees have changed. Something that hasn't changed is the time and cost associated with advertising, interviewing, hiring and training new employees and how that can put stress on your staff and resources. Retaining good employees is an important part of a successful business. You need to earn a reputation as a good place to work. That reputation will mean that you ATTRACT and RETAIN great employees.

How do attraction and recruitment strategies impact business?

The way that you recruit and select people can reduce turnover, improve employee morale and increase productivity, all of which contribute directly to your bottom line. Find the right strategy for your business. Your plan can encompass a variety of ideas from benefits, to flexible hours, to creating an environment people want to work in.

How do retention strategies impact business?

Once you have the right employees, you need to work to keep those star employees. Employee turnover is expensive. Constantly replacing and training workers is costly and exhausting. It slows down the progress of your business. It also yields a direct effect on more than just the culture of your business. Content and engaged staff are more likely to work harder and remain with the company for longer. The results also transfer to the satisfaction of your clientele, and will show in higher spending, more repeat business and positive word of mouth.



Attraction: Finding the Right Employee

Before you begin the formal recruitment process, take time to plan and make decisions.

Be an Employer of Choice (for both prospective and current employees).

“To be successful at attracting new employees to your business, you need to ensure that your organization is committed to creating engaged employees. The simple fact is that engaged employees are retained employees. Also, engaged employees are one of your most effective and powerful recruitment tools. Creating a business where the majority of your employees are engaged impacts your business positively in many different ways, including the reputation that your company is a great place to work.”¹ In order to become an employer of choice, you must combine competitive pay, a desirable working environment and benefits that the employee recognizes as valuable.

What you can do:

1. Pay Competitively

Be aware of local industry standards. Find out what others in your industry are paying, check job postings or talk to your colleagues and industry associations. Both the Federal Job Bank and WorkBC websites are useful sources for wage information.²

2. Provide Benefits

Consider non-traditional benefits and what an employee might consider a “perk” to working for your organization.

Examples might include:

- Discounts for your business or reciprocating discounts with others - think creatively to set these up
- Flexible hours
- Use of business equipment or facilities for personal needs
- Generous leave policies - including vacation, medical and access to unpaid leave
- Job sharing options
- Recognizing and respecting child-care and elder-care issues
- Teleworking
- Reduced costs for gym memberships: ask a local fitness centre for a group rate
- Group RRSPs
- Staff professional development and team days

¹

¹ The Work BC Employer’s Tool Kit: Booklet 1: How to Attract, Retain and Engage Employees, 2008
https://www.workbc.ca/getmedia/7b9106fc-44a0-448d-978d-f393f9448b22/toolKit_Book1.pdf.aspx

² https://www.jobbank.gc.ca/LMI_report_area.do?lang=eng&area=25566&reportOption=wage
<https://www.workbc.ca/Jobs-Careers/Explore-Careers.aspx>



3. **Provide** a safe, healthy and pleasant working environment.
4. **Recognize and Reward** employee successes and workplace contributions. The best managers use frequent recognition to engage people, retain talent and accelerate performance. You can too!
5. **Respect** your employees.
 - Trust them (demonstrate and show them your trust)
 - Give them a say in the things that matter to them
 - Ensure good employer-employee communication and relationships
 - Give them responsibility and autonomy
6. **Orientation and Training**

Deliver orientation and training so employees can meet your performance expectations. Staff cannot meet your expectations unless they know what they are.
7. **Positive Work/Life Balance**

Create a positive work/life balance for employees. There are many ways to support a positive work/life balance as mentioned in the benefits section. Flexibility in scheduling is a major bonus for many employees. For example this added value enhances employee's appreciation for their positions more than they would have otherwise, which leads to commitment to the organization and builds a strong foundation for engagement.



The Hiring Process: Be Prepared

Before you begin the formal recruitment process, take time to plan and make decisions.

Consider:

- What are the essential skills, attitudes and qualifications needed in both the position and the company?
- Can you reorganize current work to help meet future skills requirements?
- Determine who your competitors are. You will be competing with them for labour as well as customers.
- What are the minimum age and wage requirements?
- What interpersonal skills and characteristics are you considering as strengths for the position?
- Why would someone want to work for you?
- Will you establish a hiring committee for shortlisting and interviewing? If so, take action early to establish this and create a schedule.

1. Create a Job Description

A current **job description** for the position will describe what the job entails and identify what skills are required/desired. A description of the work and the position will help create the job posting and assist you through the recruitment process.

2. Create a Job Posting

When creating a **job posting**, highlight what is attractive about the organization as well as the position. Remember you are selling yourself here! You want the best person to be attracted to you and your company. Consider 'value-added' benefits that are important to prospective employees that you may take for granted. Describe perks, flexible hours and/or your company's philosophy on professional development. These may appeal to potential workers as much as the more obvious incentives such as wages and traditional benefits.

Appendix 1: Job Description Template

Appendix 2: Job Posting Checklist

Consider creating a hiring committee utilizing current employees, especially employees that will be working alongside the new hire. Prepare your team and give them ownership in the decision making. This again underlines the trust you have in your existing employee base. It provides them with the opportunity to assess fit.



Simon Sinek, author of *Start with Why: How Great Leaders Inspire Everyone to Take Action* shares that you don't hire for skills, you hire for attitude. You can always teach skills.

“Great companies don't hire skilled people and motivate them, they hire already motivated people and inspire them. People are either motivated or they are not. Unless you give motivated people something to believe in, something bigger than their job to work toward, they will motivate themselves to find a new job and you'll be stuck with whoever's left.”

- Simon Sinek

Decide which tools will help you make a decision, for example, application forms, skill tests, interview questions, and design them to reflect your needs.

3. Advertise the Position

Word of Mouth

Don't overlook the obvious even though there are a multitude of great places to post your job. Current employees may be suited for the job or know of someone who is. Friends and business colleagues you trust and respect are good sources, e-mail them a copy of the job posting to make it easy for them to circulate to potential candidates. They may know of someone who is looking for work through their network. In addition, they may have observed someone in another place of employment that would fit your company or perhaps they received a resume of someone that might be a suitable fit. If that does not work, it is time to post the job.

The more exposure your job posting has, the better chance you have of finding the employee you seek. There are an abundance of options for placing your posting.

a) Free Local Job Posting Services

The Career Centre website www.careercentre.org currently averages 588 visits per day. Click on “For Employers” to post a job.

b) Employment Websites

There are many great resources to post your job. The most well-known is www.workbc.ca. It is provided free of charge by the Provincial Government. It covers the Province and can be searched based on chosen locations.

You may wish to consider utilizing other employment websites to reach a larger audience of potential employees. Note that fees may apply

www.monster.ca
www.indeed.ca
www.charityvillage.com

www.go2hr.ca
<http://nanaimo.craigslist.org/>
<http://www.usedpqb.com>



Don't forget your own company website (create an Employment Opportunities section) and/or your trade or industry association's website!

c) Social Media

Use of social media for posting opportunities is popular. Millennials (ages 18 to 35) often use social media to research opportunities and companies. Not only post opportunities on your Facebook, Twitter and LinkedIn page, but advertise your company and its culture to attract candidates.

d) Newspapers

Newspaper classified listings are the most traditional form of recruiting; however, newspapers have an online presence and options to post online as well as in print. Classified pricing varies depending on the publication and the readership. For an additional cost, you can choose to include your logo or other graphic to help your classified ad stand out.

Local Newspaper



The Parksville Qualicum News, published weekly on Tuesdays and Thursdays is part of The Black Press Group (<http://www.blackpress.ca/>), distributing newspapers in BC North, BC South, Vancouver Island and the Lower Mainland. Post classifieds in any of their affiliated newspapers including www.bcclassified.com and "The Daily" by calling The News office at 250.248.4341.

IMPORTANT

A person **must not** advertise employment or prospective employment that expresses a limitation, specification or preference as to race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, or age unless the limitation, specification or preference is based on a bona fide occupational requirement (Section 11 - B.C. Human Rights Code).

4. Short-list Applicants

Review resumes effectively

Refer back often to the job description and list of qualifications that were incorporated into the job posting. This will help you to determine which candidates are most qualified for the job. Consider creating a rating table/checklist displaying the names of applicants and the qualifications.

Look for overall neatness and consistency, this can show attention to detail and professionalism, traits that you desire from employees.



Look for **accomplishments**, these could have been in the workplace or perhaps in education, or volunteer areas. Following is an example of an accomplishment statement:

- Effectively managed travel and accommodation reservations and appointment schedules for two managers and three salespeople who travelled extensively throughout the year.

A resume will disclose many more important things beyond the applicant's work experience and skills. Completion of courses, degrees and certificates, indicates an **ability to complete projects**, while recent accomplishments show an **ongoing desire and aptitude to learn new things** - particularly notable in more mature applicants.

Spaces between employment history could be placements that the employee doesn't want to disclose, or they could be valid unemployed spaces such as family leave, education or illness - you may wish to clarify these in the interview.

Frequent job changes without job advancement may indicate poor performance in previous positions, career indecision, or lack of motivation.

Experience might be important but an employee's **potential and desire to learn**, could be more useful in the long term.

5. Conduct Interviews

It is important to be prepared. Well in advance, set aside a designated period of time for the interview process. Then schedule interviews with sufficient time in between to allow you to conduct the interview, take notes, discuss initial reactions with the hiring committee and to prepare for the next interview - 45 minutes to one hour is appropriate for most positions; often longer depending on the level of responsibility.

Make the candidate comfortable. Provide water, not coffee which can heighten nerves. A relaxed interviewee is more likely to present as they would in the workplace.

When evaluating potential new hires, you are attempting to assess their personal suitability, their abilities, skills and knowledge for the position. The interview is your opportunity to assess these areas; include a variety of questions that will help you identify fit, ability and knowledge.

go2HR suggests that during the interview, you are seeking the following:

- The general nature of each candidate
- Their interpersonal skill levels
- A sense of how they react under stress
- Whether they do indeed have the skills for the job
- Whether they have been honest in their resume



Include situational and behavioural questions, which can be accurate predictors of future performance.

Appendix 3: Interview Question Bank with sample questions
Appendix 4: Interview Questions and Assessment Template

Ask about specific knowledge that relates to your industry. Don't feel constrained to have the candidate only 'talk' about his/her skills. Consider incorporating a 'skills test' such as a computer test, a presentation, or a role-playing situation in which a candidate could demonstrate their skills.

A Few **Helpful Hints** from go2HR:

a) Don't rush through the interview

Being asked to give detailed examples can be stressful. Give the individual a reasonable amount of time to think carefully about providing the best example. If the candidate encounters difficulty in answering a question, offer to continue with the interview and return to the question later, but make sure you do.

b) Don't steer the candidate in the right direction

Avoid leading the individual towards providing what you might think is a better answer. Remember, you are looking at how the person genuinely reacted in a certain situation, not how they *should have* reacted.

c) It doesn't always have to be about work

If the individual doesn't have much work experience, ask them to provide a personal or school-related scenario. For example, we have all faced a stressful situation at some time, whether it was at home, at school or at work. In this case, you are looking at how someone reacts under pressure. Ask them to provide an example of being under pressure, and how they dealt with it.

d) Take notes

Write down only the answers provided; do not embellish or add your own thoughts. When the interview process has been completed, these notes will serve as a helpful tool in finding those individuals whose past behaviours and experiences most closely match what you are looking for in an employee.

e) Remain focused on the answers

The fact finding nature of the behavioural interview greatly reduces the potential to personally judge the individual. Staying focused on the answers provided allows you to record only specific details of past experiences, as opposed to noting what you thought of the candidate or the answers.



*Remember to avoid asking questions with regards to age, race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, or of a criminal conviction/offence that is unrelated to the employment.

6. Check References

Take the time to do a reference check. Doing a background check and calling references allows you to verify the information provided to you by the candidate. Refer to the reference check questionnaire in this booklet for some examples of questions.

Appendix 5: Reference Check Questionnaire

Top 4 resume lies according to Marquet International:

1. Stretching dates of employment
2. Inflating past accomplishments and skills
3. Enhancing job titles and responsibilities
4. Education exaggeration

7. Offer of Employment

Most candidates are provided their job offer by phone. The verbal offer should be backed up with a written employment letter. Be clear about the job requirements and include them in the "Offer of Employment". *(Note: although oral employment contracts are valid, there are benefits of providing a written employment contract as it reduces risk of misunderstandings).* An offer of employment consists of key terms and conditions such as:

- Position title
- Start date
- Hours per week
- Salary/wages
- Benefits



If you have specific questions or concerns regarding an employee's or employer's rights and responsibilities, the following agencies may be of assistance:

WorkSafe BC

<https://www.worksafebc.com>

1.888.992.6622

Ministry of Labour Employer's Advisers Office

1.800.925.2233

BC Employment Standards Branch

www.labour.gov.bc.ca/esb

1.800.663.3316

Service Canada

www.servicecanada.gc.ca

BC Human Rights Tribunal

www.bchrt.bc.ca

1.888.440.8844



Retention:

Keeping Great Employees Once You've Got Them

Orientation

A solid employee orientation is the first step to ensuring you are able to retain the staff person you have just spent time, energy and money hiring. Provide adequate orientation and training for new employees.

As well, we recommend creating an employer's handbook of policies that cover such matters as discipline, probationary periods, absence, vacation, safety and harassment.

Introductions

Introduce your new employee to their co-workers and have an orientation tour of the new work site. Include washroom, lunchroom, parking, building access, emergency procedures, and any other pertinent information that will help the new employee feel more at ease.

Training

Employees that receive structured on-the-job training are more successful. Focus on the employee's style of learning. Some people are visual learners; others take verbal direction well, while many others learn best by actually doing the job. Ask new employees if they know their own style and save time and frustration.

Tips for Trainers:

- Put the trainee at ease
- Break the job down into tasks
- First, show and explain the task and repeat and encourage questions
- Second, allow the trainee to perform the task and provide feedback
- Don't forget to follow up and be open to questions

Encouragement

Purposely recognize success in a person's performance or improvement. Don't assume the employee knows they are doing fine. A small amount of positive feedback goes a long way in encouraging an even better effort.

Appreciation

An employee will feel appreciated if they are trained well and will be eager to learn more and varied tasks, building their personal esteem and increasing their motivation to do a good job - it's also good for your company!



Performance Assessments

Use scheduled opportunities for performance measurement and offer clear assessments of the employee's strengths and growth and discuss areas that could be improved upon - with reasonable suggestions as to how and when those improvements could be achieved.

Provide Constructive Feedback

Feedback provides an opportunity for learning. Employees need to know if they are making progress toward company goals. Motivation increases when employees have opportunity to work on challenging goals *and* receive feedback on their progress. Here are some tips for providing effective feedback:

- **Be specific, not too general**
- **Focus on behaviour, not the person (personality)**
- **Be timely rather than delayed**
- **Be descriptive rather than evaluative**
- **Start sentences with words such as: next time, in the future, that will help formulate future-oriented solutions**

Marshall Goldsmith, a leading business educator, offers that *feedforward* may be more effective than the traditional form of *feedback*, which tends to focus on the past. Essentially, it can cover all the same information as feedback, the subtle difference being, *feedforward* is grounded in the future, which can still be influenced, rather than the past, which can't be changed.

Adjust

If the employee does not seem to be learning their job, ask them if there is a problem and see if there is something that can be changed in their training.

Communicate

If issues such as constant lateness, idleness or poor attitude become apparent, deal with them promptly. If the problem continues, the employer should document issues in the employee file, give the employee a copy, and explain the consequences of these actions to the employee.

Listen

Be open to input and questions from your employee as it can save future misunderstandings and possibly time and money.

Culture

A pleasant work environment where employees feel they are amongst friends, and having meaningful jobs where they feel they are adding value to the company makes an employee feel like one of the team and are less likely to leave your company for one that "pays more".



Know why your company attracts, keeps or loses employees. Exit interviews are a good method of gathering this essential information. An example **Exit Interview** is included as **Appendix 5**.

Build an employee retention plan. It doesn't have to be complex, just effective. Refer back to page 5 , "Be an Employer of Choice" for ideas to include in your plan.

Give Recognition

Recognition cannot be a one-size-fits-all approach. Employees who feel appreciated:

- Often go above and beyond what is expected of them
- Are more productive and motivated
- Are more likely to stay with the organization (hrcouncil.ca, 2017)

For recognition to be meaningful and sincere, it should be personalized for the employee. It is important to get to know your staff, paying attention to their likes and dislikes.

Suggestions for meaningful recognition:

- Spontaneous and unexpected rewards are often more meaningful than expected, formal ones
- Reduce time delay between performance and recognition
- Not all recognition needs to be tangible, in the form of gifts or money, although sometimes that may be appropriate. Rewards can also be intrinsic, such as providing a chance to be creative, a sense of accomplishment and the challenge of the work - praise and coaching can go a long way
- There are no limits to kindness and consideration. The most inexpensive form of employee recognition is saying, "Thank you."
- Think outside the box! Learn from what other successful businesses are doing to attract and retain employees.

Appendix 1 – Job Description Template

(adapted from the HR Council job description template www.hrcouncil.ca)

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

Job title	
------------------	--

Job purpose/summary

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

Duties/Responsibilities

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading.

	<ul style="list-style-type: none"> • Identify between three and eight primary duties and responsibilities for the position • List the primary duties and responsibilities in order of importance • Begin each statement with an action verb • Use the present tense of verbs • Use gender neutral language such as s/he • Where appropriate use qualifiers to clarify the task – where, when, why or how often – for example instead of “greet visitor to the office” use “greet visitors to the office in a professional and friendly manner” • Avoid words that are open to interpretation – for example instead of “handle incoming mail” use “sort and distribute incoming mail”

Appendix 2 – Job Posting Checklist

Job Title **Wage** **Hours per week**

Company

Even if your company is widely known you should include this section. Providing this information is helpful in "selling" your company to candidates. Brief description of the organization

- Products and/or services your company provides
- Define your corporate culture – mention your successes!
- Why your company is a good place to work
- Work Environment (Casual, formal, team focused, telecommuting, flex hours)

Remember not everyone will be familiar with your company.

Job Description including Duties/Responsibilities

- Overview of the position responsibilities
- Give the general scope of work
- Will they be part of a team, managing a team, or working independently?
- Why is there an opening? (Growth, expansion, new opening, etc.)
- Role the position and department has within the organization.

Requirements or Qualifications

It is easier to read if these qualifications are in a list or bullet format. (Helpful hint: if you are cutting and pasting your ads in to on-line job posting forms. Use dashes (-) or asterisks () rather than bullets. Most online forms have troubles converting word processing bullets in to HTML)*

- Outline skills required for this position. Differentiate between the actual required qualifications and the "it would be an asset if you had these" skills
- List requirements and the desired or minimum number years of experience
- Education or certifications needed.
- Soft skills (Examples: time management, organization skills, leadership, communications skills, willingness to travel, etc.)

Remember to use these requirements when rating applicants.

Incentives/Perks

- Challenging and varied work
- Recognition and reward for high performance
- Work schedule flexibility
- Opportunities for advancement
- Fair compensation with a great benefits plan
- The ability to have a great work/life balance

How to Apply

- Include the closing date.
- Indicate the way that you would prefer to receive a resume. (ie. Fax Number, Phone Number and/or Mailing Address. E-mail may be a good option but beware if you have company SPAM blocking software which may pick-up e-mails from unknown senders.)

Other items to include

- Start date
- Reporting structure or who the position will report to

Appendix 3 – Interview Question Bank

Get to know the candidate

- What skills or knowledge can you bring to this position?
- What are your 3 greatest strengths?
- What strengths would you bring to position and/or (business name)?
- Identify what you consider to be 3 areas for improvement?
- Why do you think your skills are a good match for this position?
- What would you consider to be an ideal job for you?

Find out what they know about you

- Tell us your understanding of the work we do.
- What can you tell us about the services and products offered by (business name)?
- Describe your past work history and how you feel it prepares you for the position of (position name).
- Describe the communication style you use when dealing with customers
- Describe a target customer who might frequent (business name).

Behavioural Questions

- Describe a time when you were under pressure to make a decision. How did you handle the situation?
- How did you organize your work/time?
- Describe a major accomplishment in your work?
- Describe a difficult situation that you encountered with a client or co-worker. Describe how you handled it.
- Think of a team that you have worked with recently. How would other team-members describe your role on that team?
- Tell me about a time when you and your coworkers worked together to 'WOW' a customer.
- Can you give an example where you went 'above and beyond' for a customer?
- Tell me about an incident where you had to deal with a very upset customer. What was the outcome?
- Can you tell us about a challenge you had on a previous job and how you handled it?
- Think of a successful team you've been involved with. What made this team successful?
- The position works with both individuals and groups. Please describe your experience in working with both individuals and groups.
- Can you tell us about a challenge you had on your previous job and how you handled it?

Situational Questions

- Knowing this target customer, what strategies would you use to effectively promote our products?
- How do you resolve conflicts that inevitably arise within a team?
- Scenario: You are serving a customer when a shopper begins discussing their frustrations with local businesses and the lack of customer services in our city. The customer you are assisting loses focus and is listening in on the other customer's complaints. How would you handle this situation?
- The position works as a member of a team in providing (specify) services. What unique contribution would you bring to enhance our team's performance?

Knowledge/Experience/Skills Questions

- What can you tell us about the programs and services currently available in this field in the Parksville/Qualicum region?
- This position engages in consumer satisfaction testing and interpretation of results. Please describe your experience in this activity.
- From your experience, identify the most significant barriers to selling products in this community. From the list of barriers you've identified, please describe how you would overcome such barriers using specific examples from your experience.
- Presentation: "Please prepare a 5-10 minute presentation for the selection panel. Assume that the selection panel is a group of community businesses in our field. Your task is to inform the group about ..."

Appendix 4 – Interview Questions and Assessment Template

Once you have decided on the interview questions that you would like to use, insert them into the template below. Give each member of the interview panel this form. Assign each member a certain number of questions to ask. All members can make notes on the candidates responses and then after the interview is complete, together come to consensus on the final 'score' of the candidate.

“Name of position”

Interview Questions

Candidate: _____

Selection Panel Member: _____

Final Score: _____

1	Did not meet expectations
2	Met expectations
3	Exceeded expectations

1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Do you have any questions or comments for us?

Are you available to start on (*start date*)?

Are you available for casual call-in work?

Do you have your references with you?

Appendix 5 – Reference Check Questionnaire

Use questions below when completing a reference check (most frequently done by phone). This will help keep the conversation on track, and maintain continuity between candidate evaluations. It can also serve as a tool to reference your discussion.

Candidate:

Date:

1. Strengths?

2. Developmental areas?

3. Administrative skills and ability to balance paperwork requirements with client needs?

4. Adaptability, flexibility, aptitude?

5. If this person were hired, what advice would you give to the supervisor to assist in the employee's success in the new position?

6. Would you hire this person again?

7. Other things we need to know?

Appendix 6 – Exit Interview Sample

An exit interview can provide invaluable feedback about employee's attitudes towards the working environment, the terms and conditions of their work, whether there are any systems or procedures that need to be modified and the effect of morale (or lack of it) at the office. Identify who is the best staff person to conduct exit interview- depending on circumstances there may be individuals inappropriate to conduct the interview. This type of interview is conducted when an employee leaves a business or organization. Below is a template to be used during a “Verbal Exit Interview”.

Employee:

Position:

1. Tell us about your overall experience here.

2. Would you recommend this business/organization to others as a place to work?

3. What positive changes have occurred within the organization during your time here?

4. What negative changes have occurred within the organization during your time here?

5. Did the management structure meet your needs?

6. What did you like least about your position?

7. What did you like the most about your position?

8. Any final thoughts?



Career Centre Information

Free, personalized, work and career related services are available including self-serve resources, group workshops, individual employment and career assistance.

Recruitment assistance and an online job posting service is available for employers.

Hours of Operation: Monday to Friday 8:30am to 4:30pm

Career Centre
#110 - 198 East Island Highway
Box 1362
Parksville, BC
V9P 2H3

Tel 250.248.3205 | Fax 250.248.4154

www.careercentre.org

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This booklet was edited and revised from a previous 2007 edition created in collaboration with the Parksville & District Chamber of Commerce and Global Vocational Services.

We're here to help! Please do not hesitate to contact us with feedback, if you require assistance with your job postings and recruitment or for future events/workshops for employers.

