



# BEST HIRING PRACTICES

First, congratulations on bringing your business to the point where hiring a new employee is the logical next step. Here are some things to consider:

## IS IT THE RIGHT TIME TO HIRE YOUR FIRST EMPLOYEE?

- **Don't hire a full-time employee if:**
  - you haven't analyzed your business and clearly defined the tasks your new employee will be responsible for
  - your business's revenues are not sustainable and you anticipate there might be issues paying your employee's salary
  - you are looking for a quick fix. Growing your team should be part of a proactive strategy - however, if you must complete a client contract, for example, you should consider hiring a consultant or contractor, rather than full-time staff
  
- **Hire your first full-time employee when and if:**
  - the employee will fulfill tasks that will either generate revenue or save money for the business
  - you need help with tasks that aren't suited to your abilities, or tasks that fall under a specific skill set (such as computer and analytical skills to evaluate whether to enter a new market)
  - the candidate has a complementary skill-set and shares your values, vision, commitment

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## WHAT DO YOU NEED TO DO BEFORE YOU HIRE AN EMPLOYEE FROM A BUSINESS PERSPECTIVE?

- **Map out a Human Resources Plan**
  - Define your staffing needs – make an assessment of your current skill-set; think about what your business's goals are and target your efforts towards bridging the gap
  - Define what you can offer – in terms of responsibilities, compensation, growth opportunities, vacation, work norms, flexibility, etc.
  - Check if you are eligible to receive financial assistance (for example, wage subsidies for youth, immigrants, visible minority or disabled employees – [check links below](#))
  - Learn about the labor market (by area and by industry)
  - Learn about your competition and think about how to set yourself and your business apart- develop your Employer Value Proposition (Google it!)
  - Check if there are any industry-specific requirements that you need to be compliant with and ensure your compliance (for example, in the construction industry) ([check links below](#))

## WHAT DO YOU NEED TO DO BEFORE YOU HIRE AN EMPLOYEE AND START PAYING SALARIES FROM A LEGAL PERSPECTIVE?

- Register your business with the Registraire des entreprises to obtain a business number (NEQ - Québec enterprise number), which is your identifier when you contact government agencies and departments ([check link below](#))
- You may be required to open an account with the Canada Revenue Agency as well ([check link below](#))
- Register with Revenu Québec
- Register for source deductions (when you hire an employee for the first time and before the first pay) ([check link below](#))

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## THE HIRING PROCESS

Once you've registered your business and developed an HR plan, you're ready to begin the actual hiring process.

## JOB DESCRIPTION AND JOB POSTING

- After defining the staffing needs of the company, begin developing a job description.
- The job description is an internal document that outlines the responsibilities tied to a particular position. It should be a clear and precise informative document.
- Once the job description is ready, begin preparing a job posting – the document you will use to attract candidates. Make sure you publicize the posting in French or both official languages. You should include information such as:
  - Job status (full-time, part-time, contract) and title
  - Tasks and responsibilities
  - Qualifications
  - Necessary experience

### **You may also add:**

- Company profile – description, values, mission, especially if these are selling points
- Location
- Deadlines for application
- Salary (not obligatory, but good to add if you're targeting a specific pool of applicants; if not – you may choose to negotiate based on skills and experience)
- Benefits, special perks
- Your company logo – for branding purposes

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## RECRUITMENT METHODS

- Make sure to select the appropriate recruitment methods that let you to reach the appropriate audience. Some examples are:
  - Social media, LinkedIn
  - Online job search platforms
  - Classified ads in regional newspapers
  - Professional periodicals
  - Radio ads
  - Recruitment agencies
  - Special recruitment events
  - Job fairs
  - Networking
  - Employee referral
  - Emploi Quebec placement
  - Sectoral workforce committees (usually set up by Emploi Quebec)
  - Employment agencies
  - Employment resource centres (YES, for example)
  - Word of mouth
  - Employment centres (centres locaux d'emploi (CLE))

## SELECTION PROCESS

### SCREENING AND THE INTERVIEW PROCESS

- Begin with the screening process in order to identify the candidates that meet the minimum qualifications including the required knowledge, skills, abilities and experience to perform the job
- Use a phone interview to further narrow down the pool
  - Try to determine if the candidate's responses fit with your business's culture as well as what you're looking for in the particular position
  - Probe the candidate and ask further questions to determine whether or not the information they put on their resume is accurate; this is a good place to check what their salary expectations are, if you haven't listed the salary on your job posting

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- If they intrigue you enough, invite them for an in-person interview at your place of business
- In-person interview
  - It's important to be prepared. Plan the course of the interview in advance – think about the questions you would like to ask, and be prepared to share information about the company and the position in question.
    - It's best to ask both behavioral and situational questions of a potential candidate. Behavioral questions can reveal more about the candidate's past experience. Situational questions are usually hypothetical scenarios that are related to the position and aim to assess how well the candidate would react.
    - Make sure your questions are non-discriminatory and in accordance with the Charter of Human Rights and Freedoms (look online for examples of good and bad interview questions)
  - Be an active listener – be engaged and not distracted
  - Pay attention to nonverbal cues as well
  - Take notes throughout, and after, the interview
    - A useful tool that can help you decide is the analysis grid. The first step is to list all criteria you consider essential to the position, assign a score/weight to each, and rank candidates based on the total score they get.
  - Provide information honestly – a genuinely interested candidate will ask you thoughtful questions about your business
  - Control the course of the interview

## REFERENCE CHECK

- Reference checks are used to gather information about the candidate's previous job experiences – they are usually a previous manager or supervisor
- It is recommended that you check all references provided in order to validate the candidate's comments concerning their performance. Take note of the reference's tone of voice as it can indicate how enthusiastic they are about the candidate's performance.

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## OTHER THINGS TO CONSIDER

- Check the candidate's digital presence to ensure they are not involved with anything that could potentially harm your business's reputation.
- If there are specific skills, knowledge, behavior, or physical condition requirements that are essential to perform the job (also known as Bona Fide Occupational Requirements), you should consider including an employment test in the selection process.

## LAST, BUT NOT LEAST...

Plan for retention! Recruitment and training take time and resources away from your core business activities. Your first hire should be someone with a complementary skill-set and an equal amount of enthusiasm about your goals and vision.

**Happy Hiring!**

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## LINKS:

Financial Assistance for Hiring (French only):

<http://www.emploiquebec.gouv.qc.ca/entreprises/recruter/aide-financiere-a-lembauche/>

Integration of immigrants and visible minorities (French only):

<http://www.emploiquebec.gouv.qc.ca/entreprises/recruter/aide-financiere-a-lembauche/integration-des-immigrants-et-des-minorites-visibles/>

Work integration contract (French only):

<http://www.emploiquebec.gouv.qc.ca/entreprises/recruter/aide-financiere-a-lembauche/contrat-dintegration-au-travail/>

Adapted Business Grant Program (French only):

<http://www.emploiquebec.gouv.qc.ca/entreprises/recruter/aide-financiere-a-lembauche/programme-de-subsventions-aux-entreprises-adaptees/>

Employee Wage Subsidy (French only):

<http://www.emploiquebec.gouv.qc.ca/entreprises/recruter/aide-financiere-a-lembauche/subventions-salariales-pour-employes/>

Commission des normes, de l'équité, de la santé et de la sécurité du travail (some sections in French only)

<http://www.cnesst.gouv.qc.ca>

Québec Enterprise Number (NEQ)

[http://www.registreentreprises.gouv.qc.ca/en/a\\_propos/neq/](http://www.registreentreprises.gouv.qc.ca/en/a_propos/neq/)

Canada Revenue Agency – E-services for Businesses

<https://www.canada.ca/en/revenue-agency/services/e-services/e-services-businesses.html>

Revenu Québec – for businesses

<https://www.revenuquebec.ca/en/businesses/>

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