

Guide to Self-Management Recruiting

These guidelines have been prepared for housing providers who choose to hire an Administrator as an employee. In accordance with the Conflict of Interest Directive, a competitive and transparent process must be conducted. This guide aims to help to ensure transparency, equal opportunity for all applicants and a fair, objective decision-making process.

Good hiring practices include:

- a competitive process that allows responses from a number of interested candidates, undertaken by the board independent of any current property management company or administrative staff, including advertisement, responding to inquiries and reviewing tenders and/or applications received;
- a job description that includes comprehensive details of the duties and responsibilities of the position;
- providing consistent and equal information to all applicants; and
- a consistent interview process that ensures all applicants are asked the same questions.

1. Write a Job Description

Hiring an Administrator: A well written job description provides the employee with a good understanding of what is expected of him/her and provides the employer with an excellent tool to evaluate job performance.

The Board of Directors must carefully determine what responsibilities should be included in the job description. The job description should include the qualifications, skills and experience that is required for a person to perform the work efficiently and effectively.

2. Determine the Hours of Work and Salary/Benefits (for Administrator)

Once the job description is finalized, assess the number of hours and/or days per week required to meet the demands of the role, whether for a staff Administrator. For a staff Administrator, consider the time needed to handle all administrative and operational duties; account for the scale and complexity of managing the housing portfolio.

For a Staff Administrator:

- Decide on the hourly wage or annual salary based on the scope of the responsibilities.
- Evaluate any benefits (e.g., sick leave, health insurance, pension contributions) that will be offered.
- Account for mandatory payroll deductions such as income tax, Canada Pension Plan (CPP), and Employment Insurance (EI) premiums, as well as the employer's required contributions to CPP and EI.
- Determine vacation pay and benefits related to statutory holidays, following the Ontario Ministry of Labour guidelines on minimum wage, holiday pay, and related regulations.

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3. Advertising

A broader range of interested applicants can be reached by advertising. The advertisement must be concise but should specify the job responsibilities, qualifications, skills, and experience required. It should also include instructions for submitting an application and a date by which applications must be received. The advertising should be undertaken by members of the board and not left to the duties of the current administrator or property management company.

4. Determine the Method of Search

The Board of Directors may consider a number of options in their search for qualified applicants:

- the local Employment and Education Centre, Employment Insurance office or other community resource center for job searchers may be able to refer qualified applicants
- advertising in the local/area newspaper
- advertising on Social Media platforms and/or websites
- posting the position on the Job Board of the provider's professional association (i.e. Ontario Non-Profit Housing Association (ONPHA) or Co-operative Housing Federation of Canada (CHF Canada))

5. Select an Interview Committee and Develop Interview Questions

Interviewing for an Administrator

Two or three directors should be appointed to review applications received against the job description for the position. Depending on the number of qualified applications, at least three applicants should be selected for an interview.

Interview questions should be developed based on the job description, skills and experience required for the position. Sample interview topics/evaluation criteria are included in the Guide to Preparing a Request for Proposal (Appendix B).

All applicants should be asked the same questions to ensure that each applicant is given an equal opportunity. Refer to the Ontario Human Rights Code to determine what questions are inappropriate to ask in an interview.

It is recommended that interviewers develop point scores for each question that reflect the relative importance of the question. After each interview is completed, each interviewer should total their scores for each applicant. Scores of all interviewers are then totaled to determine the best overall score for each applicant.

6. Reference Checks

Each applicant interviewed shall submit references in writing, with full knowledge that the interviewing committee will contact these references. Prior to offering the position to the highest ranked applicant or company, try to determine:

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- that the information in the application is correct
- if the previous employer(s) would rehire this employee
- the work habits of the applicant, e.g. punctuality, neatness, accuracy
- strengths, weaknesses and general suitability of the applicant for the position
- any other factors important to the housing provider.
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7. Offering the Position

Once the interviewing committee has determined the successful candidate or, a verbal offer may be made. Upon acceptance of the verbal offer by the applicant, a formal written offer of employment shall be made. The written offer should clearly outline the starting wage/salary, benefits as applicable, hours/days to be worked, probation period and employment start date and time. The offer of employment must also be accepted in writing.

The applicant or must be clearly advised in both the verbal and written offer that he/she will be required to sign a Conflict of Interest Declaration in accordance with the Conflict of Interest Directive.

8. Employment Contract

A formal employment contract should be reviewed by the housing provider's legal counsel prior to execution. The contract shall include the job description and the offer letter. The executed contract and the Conflict of Interest Declaration shall be maintained on the employee's personnel file.

9. Notifying Unsuccessful Candidates

Once the position has been formally accepted by the successful applicant, all unsuccessful applicants interviewed should be advised in writing thanking them for their interest and that the position has been offered and accepted by another applicant.

10. Performance Evaluations

Regular employee performance evaluations are an opportunity for the Board to ensure that its expectations and those of the employee are being met. Evaluations should be conducted in a constructive way by reinforcing the employee's strengths and identifying ways to improve weaknesses. The employee should be encouraged to provide his/her input on issues that affect his/her job.

Evaluations of employee performance generally take place at the following intervals:

- **Prior to the end of the probation period (usually three to six months)**
If improvement is required, it must be documented and communicated in writing to the employee. Expectations of the employer must be clear and additional training and/or skill development should be considered, if applicable.

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- **On an ongoing basis**

Regular feedback given to the employee on an ongoing basis ensures there are no surprises for the employee during a formal performance evaluation. It also gives the employee an opportunity to take corrective action immediately.

- **On an annual basis**

Performance reviews should be conducted annually as a minimum and a record of such retained on the employee's personnel file.