



Hiring Without the Headache Employer Workbook

Based on the Biz Bite: How to Find the Right People

Presenter

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Video

Use the QR code or link to watch the recording:
youtu.be/ikg1IJYh0Jo



How to use this workbook

This workbook helps employers strengthen their hiring process from job ad to training plan. Use it to write clearer postings, choose the right recruiting channels, structure interviews, compare candidates fairly, and set new employees up for success.

Core idea: The job ad sets the tone for the candidate you want. Be clear about who you are, what you need, how to apply, and what success looks like in the role.

Hiring roadmap

No.	Focus	What to do
1	Clarify the role	Define the job title, role type, location, duties, required qualifications, and assets.
2	Write the job ad	Use concise, easy-to-read language and include searchable keywords.
3	Promote in the right places	Use online boards, post-secondary contacts, service providers, associations, social media, and community boards.
4	Interview consistently	Use a standard template plus candidate-specific follow-up questions.
5	Evaluate fit and red flags	Look at interest, communication, soft skills, teachable gaps, and fit with the team.
6	Build a training plan	Document training objectives, resources, questions, and repeatable steps.



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1. Build a clearer job ad

A strong job ad gives candidates a quick snapshot of the company while clearly showing what the employer needs. Keep the format easy to read and adjust the language based on the type of candidate you want to attract.

Job ad section	What to include
Job title	Use a title candidates would actually search for. If the title is specialized, use simple wording in the description.
Company snapshot	Two or three sentences about what the company does, who you serve, and the work environment.
Role type and location	State full-time, part-time, contract, permanent, seasonal, on-site, hybrid, or remote. Name the location clearly.
Daily work snapshot	Give a brief overview of what the job looks like day to day. Save the full job description for the interview.
Qualifications	Put the most important qualifications first. Put nice-to-have assets at the end.
How to apply	Give clear, consistent instructions everywhere the posting appears.

Quick job ad draft

Prompt	Draft notes
Position title	
Company snapshot	
Role type and location	
Top 3 must-have qualifications	
How candidates should apply	



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2. Promote the job in more than one place

Ashton's advice is to use multiple tools in your employer toolbox. Job boards can help, but the right channel depends on the position, experience level, industry, geography, and candidate profile.

Channel	When to use it
Job search websites	Examples include ALIS, Canada Job Bank, LinkedIn, Indeed, and other industry or role-specific sites. Choose based on role level and audience.
Post-secondary institutions	Use alumni associations, program contacts, or student employment supports when the role requires a specific education or credential.
Employment service providers	Connect with organizations that support job seekers and employers. They may help with job ads, pre-screening, interviews, and subsidy information.
Industry associations	Go where regulated or specialized workers already are, especially for niche or credentialed roles.
Social media	Use LinkedIn, Facebook, Instagram, or existing company channels to let your network share the opportunity.
Physical boards	Think local: libraries, arenas, curling clubs, community spaces, and sector-specific gathering places.

Posting plan

Where will we post?	Why this channel fits this role	Who will do it?



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3. Interview smarter, not harder

Use a basic interview template for every candidate so you can compare answers fairly. Then add a few candidate-specific questions based on the resume, such as employment gaps, career changes, or unclear experience.

Question type	Examples	Why it matters
Standard questions	Strengths, weaknesses, career goals, leadership/follower preference, or how the person learns new skills.	Use to understand motivation, self-awareness, and fit with the role.
Personality questions	Creative questions that reveal how a person thinks, describes, sells, solves problems, or pays attention to detail.	Use to test critical thinking and soft skills.
Behavioural questions	"Tell me about a time..." or "Describe a time..." questions based on past experience.	Use to assess whether the candidate has actually done the work before.
Resume-specific questions	Gaps, career changes, unusual transitions, or unclear qualifications.	Use to clarify what is unique to that candidate.

Interview question bank

Category	Question I will ask
Standard	
Personality / critical thinking	
Behavioural	
Resume-specific	



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4. Stay job-related and watch for red flags

Interview questions must stay connected to the job. The presentation also flagged that Canadian employers need to avoid questions related to protected personal characteristics. When in doubt, ask whether the person can meet a job requirement, not about personal identity or background.

Reminder: Avoid interview questions related to race, ancestry, age, sex, sexual orientation, gender identity or expression, marital or family status, disability, religion, or citizenship. For example, ask whether someone is legally able to work in Canada instead of asking whether they are a Canadian citizen.

Interview red flags and checks

Signal	What it may look like	What to consider
Off-roading	Candidate does not answer the question or drifts far from the point.	May show listening, focus, or organization concerns.
Low interest	Candidate does not seem invested in the role or company.	May affect longevity and commitment.
Fit concerns	Candidate may not work well with the existing team style or environment.	Fit matters when people need to work closely together.
Soft-skill gaps	Communication, empathy, customer service, or attitude concerns.	Some soft skills are harder to teach than technical tasks.
Teachable skill gaps	Technical skill gap such as Excel or task-specific knowledge.	May be manageable with a training plan.



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5. Compare candidates fairly

A consistent evaluation sheet helps employers slow down, compare evidence, and reduce the chance of hiring in a panic. Score only what matters for this role.

Criteria	Candidate 1	Candidate 2	Candidate 3	Notes
Required qualifications				
Relevant experience				
Interest in the role/company				
Communication and listening				
Team fit				
Soft skills / customer service				
Teachable technical gaps				
Overall fit				

Final decision notes



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6. Build a training plan after hiring

The hiring process does not end when the offer is accepted. A documented training plan helps the new employee become self-sufficient and helps the employer stay consistent from one hire to the next.

Training step	What to do
Document	Write down the position, training objectives, progress, and sign-off or initials as items are completed.
Create a resource binder	Give the employee quick guides, how-to steps, and reference materials they can check before asking the same question again.
Be open to questions	During training and probation, expect questions. Remember that what feels obvious to a long-time employee may be new to a new hire.
Volley back when ready	After training, ask "What do you think the answer is?" to build problem-solving without rejecting the question.
Rinse and repeat	Keep the process consistent so employees receive similar documents, resources, and expectations.

Training plan checklist

☐ Position duties and expectations are documented.
☐ Training objectives are listed and prioritized.
☐ A resource binder or quick-reference guide is available.
☐ A trainer or supervisor is assigned.
☐ Progress will be checked during probation.
☐ Questions are welcomed during the learning phase.
☐ The same process can be repeated for the next hire.

Source: Biz Bite: Hiring Without the Headache: How to Find the Right People, presented by Ashton Selig, Career Assistance Network.