

# Hiring Manual

April 1

# 2015

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This manual was developed to assist in the recruiting and hiring of candidates to meet the needs and requirements of this organization as well as with the intention to assist other companies recruit and hire new employees to build strong foundations.

**Measurable  
Genius Inc.**

# Hiring Manual



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## Introduction – Smart Recruiting and Hiring

Strong and healthy organizations begin with wise recruiting and hiring processes. When you act wisely upon your hiring decisions and put a procedure in place, nearly everything else you do in terms of human resource policies and practices becomes a smoother process. Work can be more productive if you have the correct team in place and by hiring people who are aligned with and embody your organizations core mission statement and values, you can assist your business to grow and thrive in its industry.

Recruiting and hiring the best candidate has been a great responsibility and concern for most organizations in today's thriving business world, in fact, up to 75 percent of employee performance issues can be tied to hiring and recruiting decisions. Focusing on smart and reproducible hiring processes save time and money and also helps you attract individuals to your organizations with the correct skills and experience who will continue to develop your company's goals and objectives because they care about your organization and its end in mind.

### How can you be sure you are hiring and recruiting wisely?

- Identify your void – Ensure you are fully aware and understand the position, skills and requirements necessary to fill it.
- Advertising and recruiting – You may recruit and advertise both internally (this is usually a preferable method of advertising as you already know the individual and their abilities) and externally to bring in new prospects.
- Implement a screening process – Screen potential candidates once messages and resumes have been received to see if they fit well with your company. Any resumes you see suitable may be set aside and you may invite this candidate to an interview at a later date if their qualifications are suited well to that position.
- Interview for an Organizational Fit – Integration is a big part in ensuring that your candidate will be a good fit. Provide the applicants with “real-life” situations that occur in your company on a daily basis during interviews to see how they react and respond to it – if candidates are unwilling to participate in activities that your company performs on a daily basis, he or she may not be a good fit.
- Select the best candidate for the position AND your company – Test your candidates to ensure that they're competency level matches that which you wish to hire. Hiring over-qualified candidates may be difficult unless you have the intention of promoting them and there is room for growth, hiring under-qualified candidates may be difficult because they will require more attention and training. Ensure you're hiring for the correct qualifications and position before you offer your candidate a job.

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## How this Manual will help you

This manual was developed to assist recruit and hiring strong employees to meet the needs and requirements of this organization as well as with the intention to assist other companies recruit and hire new employees.

## What you Need to Start

In order to begin the hiring process, print the following documents and follow the steps outlined on the checklists:

1. **“How to Determine Dates”** and fill in the Position you are hiring for, as well as the anticipated on-boarding date.
2. **“Hiring Process Task List”** and fill in the Position title you are hiring for as well as the anticipated on-boarding date.
3. **“Hiring Process Table”** (*optional*)

*Please note that any and all letter templates will be found at the end of this manual and can be edited and printed as needed.*

## The Hiring Process

The following table is the Measurable Genius Inc's 9 step hiring process. It shows why you perform each step, what you need to do and what you need to have completed during which step. A checklist outlining these in a linear format is also included in this manual.

Steps	Purpose	What to Do	What to Have
<b>Step 1</b>	Define the Void	Define position to fulfill the void in terms of its' value	Job Description Salary Projection Qualifications/Skills
<b>Step 2</b>	Communicate the Value Market the Position	Write Advertisement	Marketing Channels Advertise
<b>Step 3</b>	Go Fishing	Marketing Channels Configure Auto Attendant Write Voice mail Script Record Message Contact Other Agencies Poach	List Phone Line Phone Script Manager List Short List of Candidates
<b>Step 4</b>	First Filter	Listen to Responses De-Selection Process	Who Who
<b>Step 5</b>	Second Filter	Call Suitable Candidates Phone Interview (20 Minutes) Score Answers Create Short List Response to Unsuitable Applicants Request Resume/CV from Suitable Send Application Form and Confirmation Letter	Short List Phone Script & Questionnaire Level 1 Score (A, B, C, D) Who Rejection Letter Short List Application Form, Confirmation Letter
<b>Step 6</b>	Third Filter	Group Interviews  Company Vision, Values and Purpose  Demonstrate Key Competencies Structure Questions  Create Prioritized Short List Respond to Bottom 80% Unsuitable	Short List Value Determination Forms Mission Linking Forms  Competency Test Questionnaire Level 2 Score (/60) Who Rejection Letter
<b>Step 7</b>	Final Filter	Individual Interviews with Top 20%  Establish a Salary  Carry out Pre-Employment Checks	Candidate Profiles Who Employment Agreement Questions Salary Projections Photocopy 2 pieces of candidate ID Reference, Criminal, Education, Employment, Driver's Verification
<b>Step 8</b>	The Written Offer	Make a written offer to top candidate Prepare a written offer for second choice Invite Candidate to Office to sign Employment Agreement	Offer Letter Employment Agreement
<b>Step 9</b>	On-Boarding Process	Set Start Date	<b>Structured Training Program</b>

## How to Determine the Hiring Process Dates

The following checklist outlines a nine week structure that will include every step in the hiring table on the previous page. Use this along with the hiring table to keep track of where you are in the hiring process. The easiest way to begin is to determine what date you want to on-board the new employee, and work backwards from there. On-boarding from offer allows for a two week notice period for your candidate to give notice to their employers if they need.

Position: \_\_\_\_\_ On-boarding Date: \_\_\_\_\_

- Week 1**
  - Complete Job Description - Monday
  - Complete and Record Voice Recording - Friday
- Week 2**
  - Advertise - Monday
  - Re-post advertisements - Wednesday, Friday
  - Update spreadsheet tracker - Monday, Wednesday, Friday
  - Listen to messages - Tuesday, Thursday
- Week 3**
  - Listen to messages - Tuesday, Thursday
  - Repost Job Ad on Kijiji - Monday, Wednesday, Friday
  - Update spreadsheet tracker - Monday, Wednesday, Friday
- Week 4**
  - Cut off Messages - Sunday
  - Listen to Messages - Monday
  - Telephone Interviews - Wednesday and Thursday
- Week 5**
  - Group Interviews - Tuesday
  - Final Interviews - Thursday
- Week 6**
  - Conduct Pre-Employment Back Checks - Monday
- Week 7**
  - Issue Offer Letter - Monday
  - Receive Response - by Wednesday
  - Allow them to give two weeks' notice
- Week 8**
  - Prepare for Onboarding
- Week 9**
  - On Boarding - Wednesday

When you have determined the hiring dates, ensure to create events for each one in the Hiring Process Outlook Calendar and invite everyone who is required to attend (for example: Group interviews will require the Visionary, Manager of the Department, HR Manager, as well as the Director.) This will allow for automated notifications that will hold everyone accountable to the process.

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## Hiring Process Task List

Under each step, there are multiple tasks that must be completed in order for each step to be fully completed. Outlined below is a checklist that will allow you to keep track of each individual step to ensure you are effectively able to keep everything up to date in the hiring process.

Position: \_\_\_\_\_ On-boarding Date: \_\_\_\_\_

- **Week 1**
  - Monday
    - Print and follow the hiring process table, task list and hiring process dates checklists.
    - Complete Job Description
  - Thursday
    - HTML formatting Kijiji Ad
    - Create and Save Canada Job Bank ad
  - Friday
    - Complete and Record Voice mail box recording
- **Week 2**
  - Monday
    - Advertise - post all created job advertisements
    - Update posting tracker
  - Tuesday
    - Print message documentation forms
    - Record messages
  - Wednesday
    - Re-post job advertisement
    - Update posting tracker
  - Thursday
    - Print message documentation forms
    - Record messages
  - Friday
    - Re-post job advertisement
    - Update posting tracker
- **Week 3**
  - Monday
    - Re-post job advertisements
    - Print off Answering machine response forms
    - Listen to Messages (Schedule 1 hour per 10 messages left)
    - Fill out Answering machine response forms
    - Update posting tracker
  - Tuesday
    - Print message documentation forms
    - Record messages
  - Wednesday
    - Re-post job advertisement
    - Update posting tracker
  - Thursday
    - Print message documentation forms
    - Record messages
  - Friday
    - Re-post job advertisement
    - Update posting tracker
- **Week 4**



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## Monday

- Remove employment advertisements
- Update employment posting tracker (Excel spreadsheet)
- Print off and follow the Telephone Interview Checklists
- Print message documentation forms
- Listen to remaining messages
- Record messages
- De-Selection Process (Three Categories - A [>75% answered], B[50%-75% answered], C[25%-50% answered], or D[<25% answered])
- Short list of candidates
- Prepare telephone interview forms
- Call each candidate to schedule their interview
- Schedule each interview in Outlook

## Wednesday

- Group C and B telephone interviews

## Thursday

- Group A telephone interviews

## Friday

- Print off and follow the Group Interview Checklists
- De-selection Process
- Create a short list of suitable candidates
- Telephone suitable applicants
- Prepare and send confirmation emails for suitable applicants
- Prepare and mail rejection letters to unsuitable candidates

## **Week 5**

### Monday

- Prepare group interview packages for candidates and interviewers as per checklists
- Print name tags

### Tuesday

- Set up for group interview as per checklists
- Group interviews

### Wednesday

- Print and follow the Individual Interview Checklists
- De-Selection Process (Score Chart, Questionnaire Scores /60)
- Create a short list of suitable candidates
- Telephone suitable candidates
- Schedule final interviews in Outlook
- Prepare and mail rejection letters "Rejection Letter - Telephone"
- Prepare candidate profiles

### Thursday

- Prepare individual interview package(s)
- Set up for individual interviews
- Final interview #1
  - Photocopy 2 pieces of Candidate ID for Back-Checking process
- Final interview #2
  - Photocopy 2 pieces of Candidate ID for Back-Checking process

### Friday

- Candidate choice
- Call selected candidate and inform them that you will be starting the Back check process and they will receive an email in their inbox that they will be required to complete in order for the back check process to be completed. Request they complete the form no later than Friday evening.
- Print Pre-employment Checklists
- Conduct Pre-Employment Back Checks

## **Week 6**

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## Monday

- Determine/Confirm top candidate
- Prepare rejection letters
- Mail rejection letters

## Friday (Pending Back Check Clearance)

- Call potential candidate and invite them to sign the papers on Monday morning of Week 7
- Print the final offer package

## **Week 7**

### Monday

- Meet with Candidate
  - Time: \_\_\_\_\_
- Candidate fill out and return forms
  - Employment Agreement
  - Formal Offer Letter
  - Tax Forms

### Wednesday

- Ensure you have received a response from your candidate on this date. If they have not responded:
  - Call them and inquire about their intentions surrounding the position
  - Request they provide you with an answer over the phone if they have not given you one already when you had them fill out the forms.

## **Week 8**

### Monday - Friday

- Prepare training program

## **Week 9**

### Wednesday

- Print off On-Boarding Checklists
- On-Boarding

## Job Descriptions

### How to Write Job Descriptions

#### Position Description Guidelines

##### *Background*

A position description is a written description of a job, the types of duties performed and the conditions under which they are performed. They provide staff and management with a clear set of accountabilities about the role and responsibilities of the position. It is the first stage of managing staff performances.

##### *Why are Position Descriptions beneficial?*

Position Descriptions tell both the manager and employee what responsibilities they have, how to do them, how performances will be measured and what skills and behaviors are vital for the role.

Position Descriptions assist with:

- Recruitment and selections (job advertisements)
- Job evaluations
- Goal setting
- Performance measurement
- Career planning

##### *Position Description Format*

Position Descriptions will include the following components:

1. Position Title, Date, Site and Location
2. Job Purpose
3. Key Accountabilities
4. Indicators of Effectiveness
5. Necessary Skills and Attributes
6. Key Relationships

In its simplest form, the overall performance management process can be summarized as follows:



##### *Job Purpose*

The job purpose will be a short, accurate definition of the void you will be filling.

- The core reason for the position existing or key objective of the position

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- Explains what general results will be achieved
- The job's unique contribution to the business

## *Key Accountabilities*

Key accountabilities support the purpose of the role. They describe the key areas of responsibility for which the employee is to be held accountable.

Put another way, the key accountabilities are the main area in which the job is to achieve its purpose.

Some Examples:

- Financial Management
- Product Development
- Human Resources and Employee Management
- OH & S
- Sales Management
- Service Opportunities

## *Indicators of Effectiveness*

Aligned with each Key Accountabilities are Indicators of Effectiveness, or KPIs, which should clearly detail how a Key Accountability is to be achieved and to what standard or level of effectiveness.

The Key Accountability is the heading, for which the responsibilities required to meet the accountability are the Indicators of Effectiveness. Put simply, Indicators of Effectiveness detail what is to take place to meet the purpose and objectives of the role.

## *Necessary Skills and Attributes*

The Skills and Attributes needed to meet the requirements of the role are included in this section. Without these skills and attributes, the incumbent could not meet the Indicators of Effectiveness standards and therefore would be unable to meet the requirements of the job.

Skills and Attributes also include qualifications, attitudes and behaviors that will assist in meeting job requirements and purpose.

Some Examples:

### **Necessary Skills and Attributes**

#### **Essential -**

- Specific Qualifications required to complete the job requirements
- Relevant experience (Years required)
- Excellent problem solving/analytical skills
- Attention to detail
- Proven sales track record
- Decision making
- Job tasking and organizing
- Excellent verbal and written communication skills

#### **Desirable -**

- Experience in a similar role
- Experience working with similar customers

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- Experience using specialized equipment

## *Key Relationships*

Included in this section are the Key Relationships that will be dealt with both within and external to the company. Internally they include the manager, direct supervisors and other key staff within the organization. External relationships can include suppliers, consultants, industry representatives and unions.

The emphasis is on key, regular relationships where negotiation and influencing skills are frequently practiced. Passing relationships are not to be included.

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## Position Description Format

### Basics

Position Title \_\_\_\_\_  
 Reports to \_\_\_\_\_

Date \_\_\_\_\_  
 Location \_\_\_\_\_

### Position Summary

Summaries overall scope the position, why the position exists, who the position reports to, broad responsibilities, and key accountabilities and relationships such as financials, budgets and projects.

### Position Details

Key Accountabilities	Indicators of Effectiveness
<ul style="list-style-type: none"> <li>List main activities for this position. E.g. Receive phone calls and create, update and manage service tickets, as well as communication with Measurable Genius customers as required</li> </ul>	<ul style="list-style-type: none"> <li>List of examples of how this activity could be monitored. E.g. Increased customer retention rate of current customers, increased business with current customers, development of new contracts with new customers</li> </ul>
<ul style="list-style-type: none"> <li>First</li> </ul>	<ul style="list-style-type: none"> <li>First</li> </ul>
<ul style="list-style-type: none"> <li>Second</li> </ul>	<ul style="list-style-type: none"> <li>Second</li> </ul>
<ul style="list-style-type: none"> <li>Third</li> </ul>	<ul style="list-style-type: none"> <li>Third</li> </ul>

### Necessary Skills and Attributes

Skills and Attributes	Details
<ul style="list-style-type: none"> <li>Academic/ Technical Qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Detail necessary qualifications to meet educational requirements for this position</li> </ul>
<ul style="list-style-type: none"> <li>Knowledge and Experience</li> </ul>	<ul style="list-style-type: none"> <li>List specific knowledge and experiences necessary to meet the objectives of the position</li> </ul>
<ul style="list-style-type: none"> <li>Computer Skills</li> </ul>	<ul style="list-style-type: none"> <li>Detail necessary computer skills to meet the requirements for the position</li> </ul>
<ul style="list-style-type: none"> <li>Industry Experience</li> </ul>	<ul style="list-style-type: none"> <li>Detail relevant industry experience</li> </ul>
<ul style="list-style-type: none"> <li>Leadership/Management Experience/Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Detail required leadership/management capabilities and experience</li> </ul>
<ul style="list-style-type: none"> <li>Communication skills</li> </ul>	<ul style="list-style-type: none"> <li>Detail necessary communication skills</li> </ul>
<ul style="list-style-type: none"> <li>Attitudes and behavior</li> </ul>	<ul style="list-style-type: none"> <li>List desired attitudes and behavior including inspired, independent, interpersonal abilities</li> </ul>

### Key Relationships

Internal	External
<ul style="list-style-type: none"> <li>Reports to a Manager</li> </ul>	<ul style="list-style-type: none"> <li>Suppliers</li> </ul>
<ul style="list-style-type: none"> <li>Works under general supervision</li> </ul>	<ul style="list-style-type: none"> <li>Measurable Genius Inc. Customers</li> </ul>
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

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*Authorization*

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Name	Title	Signature	Date
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Name	Title	Signature	Date
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## *Sample Job Description*

### **Purpose**

As the frontline of service, you are responsible for the first tier of support for service requests by Measurable Genius Inc. customers. This includes, but is not limited to, the responsibilities of creating and updating service tickets, assessing the severity of the ticket(s) and addressing all general computer technical support issues as well as unique solutions or service opportunities. Identify, research, and resolve technical problems, respond to telephone calls, emails and in-person requests for technical support.

### **Essential Duties and Responsibilities**

- Receive phone calls and create, update and manage service tickets, as well as regular communication with our customers as required
- Assess severity and impact of service requests and escalations
- Perform application, operating system, and physical device support and service via
  - Phone conversation
  - Remote support
  - On-Site support
- Document, track and monitor SLA compliance to ensure timely resolution

### **Essential Skills and Attributes**

- Advanced knowledge of commonly used concepts, practices and procedures within the Information communication and technology field.
- Problem solving/ Analytical skills
- Excellent verbal and written communication skills
- Attention to detail
- Ability to work under pressure with the ability to adapt
- Work with tight deadlines and repetitive tasks
- Reading text, use of MS Office programs, and numeracy skills
- Job task planning and organizing
- Significant use of memory
- Continuous learning

### **Qualifications**

- One to three year(s) of experience in the Information communication and technology field
- Associate's degree or equivalent
  - A+ Certification
  - MSCE
    - Not required

### **Key Relationships**

- Reports to a Service Manager
- Works under general supervision
- Effective and clear communication with customers
- Ability to work in a team and communicate effectively



## Salary Projections

### How to determine a Projected Salary

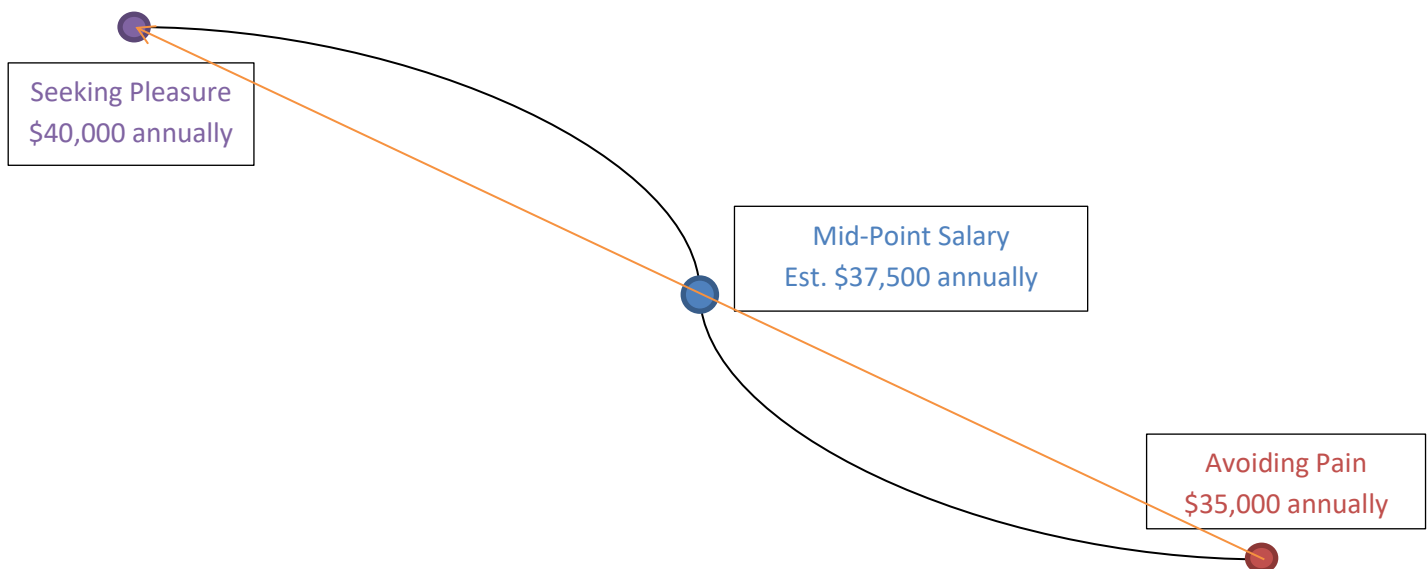
Once the job description is complete, you will have a better understanding of what the void you're attempting to fill is (the position), and once you are aware of the specific void or need, you will determine an estimated monetary amount (the salary) equaling how much your company will pay in fair exchange to fill that void.

Measurable Genius Inc. uses a tool called Salary Wizard as a resource and reference to obtain national salary averages as well as salary averages obtained in Calgary, Alberta. The individual city median is what you will use as the projected salary. The actual salary will be determined once the candidate has given their ideal salary range.

### How to determine an ideal Candidate Salary

A candidate will typically provide their interviewer with a salary range - a higher number which expresses their narcissist trait and a lower number which reflects their altruistic trait. Ultimately these candidates are seeking pleasure (the higher salary) while attempting to avoid pain (the lower salary) so one must establish a mid-point.

If the salary is "too much" or "too little" the individual will perceive that they are either working not enough for too much, or too much for not enough and he/she will develop an imbalanced perception. With this imbalance the individual is restricted and will be unable to work productively with your organization to develop and grow your business because he or she will be living in a frustrated state of ingratitude.



Above is a depiction of a quantum (a wave) with the values of a salary range and a mid-point. The orange line represents the individual's path to avoid pain and seek pleasure.

A balance that allows the individual to work for a mid-point salary will attempt to hedge against candidate from experiencing the extremes of either polarity.

### Sample Salary Projection

The information for Salary Projections is gathered from the Robert Half Technology Center, and can be found at the following site: <http://www.roberthalf.com/salary-guides>. Click the guide that is applicable to the position you are hiring for and research the averages and skill levels.

*The following data was collected and is current as of April 2015.*

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Position	Experience Level	Average Hourly Rate	National Average Salary	Average Overtime Rate
<b>Computer Technician</b>				
	Entry Level (0-5)			
	Mid Career (5-10)			
	Experienced (10-20)			
	Late Career (>20)			

<http://www.roberthalf.com/technology/it-salary-center>

Questions to Consider When Determining Salary Projections:

1. What is the individual’s skill level?
2. Will we be paying on an hourly or salary basis?
3. What is the overtime rate that will be negotiated?
4. What is the average cost of living in Calgary at the time of hire?
5. What benefits will be offered, if any?
6. Is this position eligible for advancement?
7. Will there be any educational compensation available for this position if the candidate choose to advance further?

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## Voice-mail Script

*Once you have completed the job description, the next step is to record a written voicemail script that candidates will listen to when they call in to leave their application message. Have a technical staff member configure the auto-attendant on the phones and then an executive member will record the message with a script similar to the one below.*

Hi there!

We at Measurable Genius would love to thank you for your call to apply for the position of \_\_\_POSITION\_\_\_.

We are a growing Information Technology company, expanding and developing into human and business development and searching for exciting individuals to join our growing team. We are currently seeking a highly qualified and inspired individual to join us as a \_\_\_\_\_POSITION\_\_\_\_\_. If you would like to apply for this opportunity, please send your cover letter and resume to [hr@measurablegenius.com](mailto:hr@measurablegenius.com), after answering the following questions in your voicemail message. You will not be considering if one of two of the steps in this process are completed. If selected, you will be contacted for a brief telephone interview with our human resources manager.

1. What is your full name and contact phone number?
2. How did you hear about this position?
3. Why did you apply for this position?
4. What is your definition of a challenge?

If you have questions about your application, or have interest in what other positions may be available, we would love to hear from you! Please call us at 403-454-5968 or email us at [hr@measurablegenius.com](mailto:hr@measurablegenius.com)

Thank you!

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

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## Job Advertisements

Once you have the message recorded on Friday of Week 1, you will then advertise the position on Monday, Wednesday, and Friday morning of Week two and three. This will include, at minimum, advertisements on Canada Job Bank, Kijiji, and posting the job on both Facebook and Twitter as well as posting on at least one paid advertising channel. Keep track of your job posting in a Master Excel posting sheets.

When posting your ad, be sure to clearly mark that no applications will be considered without both steps having been completed. Only applicants who apply through the instructed method will be considered. Delete any emails you receive regarding the position (unless it is a question) or containing resumes as a form of applications.

### Message Documentation

You will then have candidates telephoning in and leaving their information in hopes for an interview. The form that you will use to record the candidates answers will be on the following page. Print off enough forms for each of the messages you have in the mail box. Document messages on Tuesdays, Thursdays, with the exception of the last week (week of telephone interviews), record on Monday.

**\*\*\*Do not staple or write on resumes** - a candidate may request their resume within six months of applying (as it is personal property) and it is the responsibility of the employer to ensure the resumes condition remains in the same way it was received. If it is the case in which you have received resume but the individuals have not left a message - **you must file the resumes for six months.**

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## Answering Machine Response Form

### Hiring Details

On-Boarding Date: \_\_\_\_\_ Advertising Date: \_\_\_\_\_

### Call Back

Did You Leave a Message? \_\_\_\_\_ When: \_\_\_\_\_

Telephone Interview Time: \_\_\_\_\_ Date: \_\_\_\_\_

### Contact Details

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

(Selected for Telephone Interview)

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

### Questionnaire Level One

Where did you hear about this job opportunity?

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

Three Strongest Attributes:

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

Three Weakest Attributes:

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

Greatest Success:

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

Greatest Failure:

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

## Telephone Interviews

Once all candidate messages have been listened to and documented, you then start the de-selection process. You will score the candidate based on the amount of answers they completed and the quality of those answers, key indicators include - language use, professionalism, clear and effective sentences, etc. A table describing the rankings is outlined below.

Letter Score	Percentage Score	Interview Date
A	<75%	Interview on Thursday
B	50% to 75%	Interview on Wednesday
C	25% to 50%	Interview on Wednesday
D	>25%	Do not interview

File all candidate responses that scored a “D” in the filing cabinet under “Unsuccessful Candidates”; if a file for the intended on-boarding date has not been created yet, do so and file appropriately.

The following form is used during telephone interviews. Candidates who scored a ‘B’ or a ‘C’ on the answering machine responses will be interviewed on Wednesday; those who scored an ‘A’ will be interviewed on Thursday. Interviewing time will run from 12:00pm to 5:00pm both Wednesday and Thursday.

Schedule all interviews for each candidate on Monday by telephoning them each individually. Create a new service ticket on the Human Resources board for each individual interview and schedule all appropriate resources on that ticket. This will assist not only you, but also the dispatcher when it comes to scheduling services.

Schedule time at the end of your day for call-back interviews; It is usually best practice to schedule one hour to allow for time if any of your candidates call back.

# Hiring Manual



## Pre-Interview Checklist | Telephone Interviews

- Spreadsheet updated
- Employment advertisements removed from Kijiji and Canada Job bank
- All messages listened to and documented
- All messages deleted from Inbox
- De-selection Process
- Short list of Candidates
- Schedule each interview in Outlook Calendar
- Prepare Telephone Interview Forms/Create a new file for fillable PDF interviews
- Schedule call back time (~4:00pm to 5:00pm)

“Due to time constraints, that is the only time we have available to take interviews and I would love to thank you for applying at this time. I’d also like to invite you to apply again should we have another opening at a later date!”

# Hiring Manual



## Telephone Interview Form

Candidate's Name: \_\_\_\_\_ Phone #: \_\_\_\_\_

Today's Date: \_\_\_\_\_ Time of Interview: \_\_\_\_\_ Resume Attached: YES \_\_\_ NO \_\_\_

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

### Initial Invitation for Phone Interview

Good Afternoon, may I please speak with \_\_\_\_\_?

This is \_\_\_\_\_ calling from Measurable Genius Inc., I am calling to ask a few questions about your resume that we recently received! *Confirm all contact details on the resume - the email address and physical address, and request if there are any alternate phone numbers.*

### Specific Position

Design this section to specifically question the candidates' years of experience, their experience performing the duties and responsibilities expected, their salary expectations and other position particulars.

**Example Question:** "How many years of experience in the service industry of the Information Technology field do you have?"

### Previous Job Experience and Company History

Design questions to acquire information about the size of the organization, their primary products and markets, if the candidate is currently employed, when and why they left their last position, and if they had any staff report to them directly.

**Example:** "What were the organization's primary products and what markets did you primarily serve?"

### Previous Success Record and Contributions

Choose questions that allow the candidate to sell him or herself to you. Ask questions that ask how their current position supports the company's mission, how their supervisors or managers described their work, and why it is their leaving their current position where they're currently employed.

**Example:** "How would your supervisors and co-workers describe your previous work?"

### Work Environment and Cultural Needs

Design questions to find out what the candidate needs in their environment to be productive, successful and inspired, the management style they prefer, why they feel they're qualified and disqualified and if they're willing to be challenged by others.

**Example:** "Please describe the management style and communication skills you prefer."

### Closing Script

\_\_\_\_\_, do you have any questions at this time? *Answer any questions that they may have and close the interview with a friendly report and let the candidate know that all successful applicants will be contacted.*

Document any and all changes to contact information, record any notes, file all papers and prepare you interviews for the next day. When all interviews have been completed, review the answers with the Visionary and collaborate on suitable candidate to invite to the Group Interview. Prepare your short list and contact all your candidates. Prepare your confirmation packages and application forms to email.



## Group Interviews

Once you have completed scoring the telephone interviews (Groups A, B, C and D), create a short list of candidates you would love to invite to the group interview. You will score the candidate based on the quality of the answers as well as their ability to communicate clearly and effectively with their interviewer. A table describing the rankings is outlined below.

Letter Score	Percentage Score	Invite? Y/N
A	<75%	Yes
B	50% to 75%	Yes
C	25% to 50%	No
D	>25%	No

Telephone each individual and inform them that they have been selected to move on to the next step in the process and that you will be emailing them a confirmation package (letter is at the back of this manual) containing all the details as well as a job application form which they are to fill out, print, sign and bring back in on the evening of the interview.

### In This Section...

#### Pre-Interview

Invitation Script - Use this when calling candidates to invite them to the group interviews.

Job Application Form - This is included when sending confirmation packages to candidates. Convert your Word form into a PDF and have the candidates fill the form out electronically and when they print it, they will sign it and return the form when they attend the group interview. *This also would have been completed if the applicant submitted their application through the online job portal on the MGI website.*

#### During Interview

Agenda - Outlines the format, including information as well as key indicators to look for during the process.

Mission Statement and Vision - This is used as a reference for the Visionary. The Visionary will explain the company vision and mission statement, as well as company culture during the introductions.

Job Description - Also used as a reference for the department manager or the visionary. The manager is to explain in detail the job description and expectations that will arise from that job description.

Value Determination Forms - Candidates will go through The Demartini Value Determination Process in order to determine their actual highest values. This shows you as a business owner the candidate's potential dedication level to your company. For example - if you run a technology company, and you want to hire a Technician but their values don't reflect that problem solving, educating or assisting others, technology or computers are in their highest values, the candidate may not fit well in the position.

Mission Linking Exercise - Once the candidates have determined what their highest values are, they will then link those highest values to the mission of the business. This will show the candidates how working for the company will benefit their highest values, and ultimately put them in a position to want to work for you. This exercise also is intended to sell your company to the candidates. If you allow them

# Hiring Manual



to come up with their own benefits to working for you the result is a group candidates who have tangible proof that working for your company will assist them in achieving their mission or fulfilling their purpose, as well as how it can serve your customers.

Competency Test - This test is used to determine the candidate's level of competency in the field they are intended to work in. The competency test will include 10 questions - 5 of them being comprehension and knowledge questions, the other 5 being situational questions. This will help you determine the candidate's level of comfort, comprehension, and competency when it comes to performing tasks that are a daily routine in the position.

Questionnaire Level 2 - A generic questionnaire designed to dissolve the infatuation associated with obtaining the position, their ability to integrate into a team environment, and their decision making process and abilities.

Staff Interviewing Questions - These questions are only necessary if there is time to spare once the candidates have completed the questionnaire. These questions are designed to prompt the candidate to challenge the business and will show that they are confident and certain about themselves.

In this section you will also find two checklists - one outlining the pre-interview processes and the other detailing the interview packages for both the staff and candidates.

[You may print pieces of this section as required by opening the Navigation Pane in Microsoft Word, right clicking on the section and choosing "Print Heading and Contents".](#)

Choose a suitable sized venue for your interviews that has the capacity to fit the correct amount of candidates. Group Interviews will take place in the Measurable Genius boardroom. Required attendees are as follows:

1. Visionary
2. Director of Education
3. Manager of the Department
4. Director of Relationship/Human Resources

During this group interview, the Visionary will disqualify any candidates that he/she feels are not a suitable fit for the position. The Department Manager will make the final decision following the individual interviews.

## Invitation Script | Group Interviews

Hello, May I please speak with *(Candidate name)*?

Hello *(Candidate)*,

This is *(Your Name)* calling from *(Your Company)*, we spoke on the phone this week during your telephone interview. *(Candidate)*, I would love to invite you to participate in the next stage in the process, which is a group interview scheduled to take place this upcoming Tuesday evening from \_\_\_\_\_ to \_\_\_\_\_. Are you available during those hours?

**Yes:** Wonderful, I will be emailing you a confirmation letter and a job application form that I ask you please complete and return on Tuesday. I confirmed your email with you on the phone during our chat, is that still the most suitable email to contact you with?

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**No:** Unfortunately this stage is a group interview and will not be rescheduled. I would like to thank you for applying and I invite you to apply again should we have another opening at a later date.

Thank you very much for your time today and I look forward to meeting you in person on Tuesday evening.

# Hiring Manual



## Job Application Form

Instructions: Answer all questions. Print and then sign and date the form.

### PERSONAL INFORMATION

First Name	Middle Initial	Last Name
Street Address	City, Province	Postal Code
Telephone	Mobile	Email

Are you eligible to work in Canada?

Yes \_\_\_\_\_ No \_\_\_\_\_

Are you bondable?

Yes \_\_\_\_\_ No \_\_\_\_\_

Are you willing to give your consent to perform a background check prior to your start date?

Yes \_\_\_\_\_ No \_\_\_\_\_

### POSITION/AVAILABILITY

Position Applied For

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Days/Hours Available

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
AM							
PM							

Hours of Operation: Monday to Friday 7:00am to 5:00pm

What date are you available to start work?

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### EDUCATION

Name and Address of School - Degree/Diploma - Graduation Date

# Hiring Manual



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Skills and Qualifications: Licenses, Skills, Training, Awards

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## EMPLOYMENT HISTORY

### Present Or Last Position:

Employer: \_\_\_\_\_

Address: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

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

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Salary: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

### Previous Position:

Employer: \_\_\_\_\_

Address: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

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

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Salary: \_\_\_\_\_

# Hiring Manual



Reason for Leaving: \_\_\_\_\_

May We Contact Your Present Employer?

Yes \_\_\_\_\_ No \_\_\_\_\_

If No, Please explain

\_\_\_\_\_

\_\_\_\_\_

## REFERENCES

\_\_\_\_\_

Name

\_\_\_\_\_

Title

\_\_\_\_\_

Telephone Number

\_\_\_\_\_

Relation to Applicant

\_\_\_\_\_

Name

\_\_\_\_\_

Title

\_\_\_\_\_

Telephone Number

\_\_\_\_\_

Relation to Applicant

## SIGNATURE AND DECLARATION

I certify that information contained in this application is true and complete. I understand that false information may be grounds for not hiring me or for immediate termination of employment at any point in the future if I am hired. I authorize the verification of any or all information listed above.

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

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

# Hiring Manual



## Pre – Interview Checklist | Group Interview

### Group Interview

- De-selection Process
- Short List
- Contact suitable candidates
- Prepare and Mail Thank you Letters
- Prepare and Email packages to all candidates
  - Confirmation Letter
  - Fillable Job Application Form
- Venue booked and confirmed
- Seating arranged
- Water arranged
- Coffee and tea arranged
- Agenda completed/updated
- Candidate packages printed
- “Hello My Name Is” sticker tags
- Staff packages printed

## Interview Packages Checklist

### Candidate

- Company Vision and Mission Statement X \_\_\_\_\_
- Name tag X \_\_\_\_\_
- Job description X \_\_\_\_\_
- Value determination forms X \_\_\_\_\_
- Mission linking form X \_\_\_\_\_
- Competency Test X \_\_\_\_\_
- Questionnaire Level #2 X \_\_\_\_\_

### Staff

- Agenda
- List of Candidates
- Company Vision and Mission Statement
- Job description
- Job requirements score card
- Staff interviewing questions
- Name tag

# Hiring Manual



## Agenda | Group Interview

The agenda outlined below is for a four-hour interview format.

Time	Who	Description	Key Indicators	Actual Time
<b>6:00 pm to 6:05 pm</b> 5 minutes	Human Resources	Greet, Welcome and Attendance	Time of arrival	Start: <input type="text"/> Stop: <input type="text"/>
<b>6:05 pm to 6:10 pm</b> 5 minutes	Visionary will introduce all members in attendance	Staff Introductions		Start: <input type="text"/> Stop: <input type="text"/>
<b>6:10 pm to 6:20 pm</b> 10 minutes	Applicants	Applicant Introductions	Language, what does the candidate talk about and steer the conversation towards, what does he/she <i>love</i> to talk about?	Start: <input type="text"/> Stop: <input type="text"/>
<b>6:20 pm to 6:30 pm</b> 10 minutes	Visionary	Mission Statement, Company Culture and History	Active listening, comprehension and body language	Start: <input type="text"/> Stop: <input type="text"/>
<b>6:30 pm to 6:45 pm</b> 15 minutes	Manager	Job Description	Active listening, comprehension and body language	Start: <input type="text"/> Stop: <input type="text"/>
<b>6:45 pm to 7:25 pm</b> 40 minutes	Visionary, Human Resources	Value Determinations	Receptiveness, comprehension, adaptability, willingness to participate, Shows actual highest values	Start: <input type="text"/> Stop: <input type="text"/>
<b>7:25 pm</b> 1 minute	Human Resources	Inform of Break		Start: <input type="text"/> Stop: <input type="text"/>
<b>7:25 pm to 7:35 pm</b> 10 minutes		Break and Chat	Socialization, Mingling with other candidates, compatibility and integration indicators	Start: <input type="text"/> Stop: <input type="text"/>
<b>7:35 pm to 8:45 pm</b> 70 minutes	Visionary	Mission Linking	Shows willingness to participate in human behavioral exercises, shows how working for MGI will benefit their HV	Start: <input type="text"/> Stop: <input type="text"/>
<b>8:45 pm to 9:15 pm</b> 30 minutes	Manager	Competency Test	Demonstrates the candidates key competencies required to complete the job	Start: <input type="text"/> Stop: <input type="text"/>
<b>9:15 pm to 9:45 pm / 9:50 pm</b> 30 minutes	Human Resources	Questionnaire Level 2	Dissolves infatuation with position and company, integration and decision making abilities	Start: <input type="text"/> Stop: <input type="text"/>
<b>9:45 pm to 9:50 pm</b> 5 Minutes	Visionary	Improvement? And Feedback <b>**OPTIONAL**</b>	Are they willing to challenge our business?	Start: <input type="text"/> Stop: <input type="text"/>
<b>9:50 pm to 10:00 pm</b> 10 minutes	All	Question Period	Willingness to challenge the business	Start: <input type="text"/> Stop: <input type="text"/>
<b>10:00 pm</b>		Finish		Start: <input type="text"/> Stop: <input type="text"/>



# Hiring Manual



## Company Vision and Mission Statement

In this section, fill in your company's mission statement, vision and company culture so that your Visionary has a basis for reference if needed, and your applicants have a physical mission statement to link their values to.

### Mission Statement

Company Mission Statement

### Vision

Company Vision

### Culture

Company Culture

## The Demartini Value Determination Process™

You live your life following a prioritized set of values. Your highest values or priorities (those things that are most important) are what you value most. Whatever is perceived to be most missing or void in your life becomes most important or valuable in your life. The hierarchy of your values determines your destiny, because your highest values determine how you see or filter the world, make decisions in the world and act upon the world daily. Your series of your destinies determine your life's journey.

“Know thyself, be thyself, love thyself.” - Socrates

When your purpose, goals and objectives are aligned and congruent with your highest values you increase the probability of doing what you intend, walking your talk and developing a belief and certainty in yourself so that you think and feel that “you know,” “you are” and “you can,” thereby awakening your inherent leadership qualities. When your purpose, goals and objectives are not aligned and congruent with your highest values and are instead aligned with your lower values you decrease the probability of doing what you intend, and therefore you end up limping your life and developing a disbelief and uncertainty in yourself so that you think and feel that “you don't know,” “you are not” and “you can't,” thereby awakening your followership qualities.

Your life demonstrates your values, although your words may not. When you feel your values are being supported you feel “good”. When you feel your values are being challenged you feel “bad”. That which supports your values you call “good”. That which challenges your values you call “bad”. Your morals within and ethics without are determined by your values. Your values are not necessarily universally right for everyone. They are simply yours. And they change whenever you change your hierarchy of values. Each time you do you will experience an identity crisis. You can slightly or radically change your values. They are often evolved over time through experiences or decisions that change them. To determine your first or highest value ask yourself, “Which values does your life demonstrate the most?” “What do you presently fill your personal space with the most and what do you presently spend the most time, energy, money, thought, vision, internal and external conversation on?” “What inspires you and what are your goals?”

Linking values will help to allow one to juggle values more effectively as the values are perceived as congruent. When values are not related or are separated by other values they appear to be conflicting and will create chaos and lower productivity and inspiration.

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## Value Determination

Think about the things you love to spend your time doing, the things you love at home, the things you always have energy to do no matter how tired you are, think about the things you find it easy to spend money on and look to see where in your life you are focused and disciplined in and reflect on what the common things are that you love to think and talk about.

Question	Focus 1	C	Focus 2	C	Focus 3	C
I fill my space with...						
I spend my time...						
I spend my energy on (my)...						
I spend my money on my...						
I am most organized and ordered in my...						
I am most disciplined and reliable in my...						
I most think about (my)...						
I most envision or visualize...						
I most often say to myself...						
I most often talk to others about...						
I am most inspired by...						
I most set goals towards (my)...						
I read and learn about most...						
I post on social media the most about...						

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# Hiring Manual



## Value Prioritization

Fill in the chart below according to your categorization:

	Category	Quantity	Priority
A			
B			
C			
D			
E			
F			
G			

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## Most Important Values

List your values according to their priority:

Radiant - Inspired from Within

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Disciplined - Reliable - Focused  
Quick Decision  
Greater Belief and Certainty in Yourself (Leader)  
Ordered - Organized  
Long Term Memory  
Intention Surplus Order - Retention Surplus Order - Attention Surplus Order  
“I can” (motor) - “I am” (being) - “I know” (sensory)  
Owned - Identify With

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Less Belief and Certainty in Yourself (Follower)  
Intention Deficit Disorder - Retention Deficit Disorder - Attention Deficit Disorder  
“I can’t” (motor) - “I am not” (being) - “I don’t know” (sensory)  
Disowned - Don’t Identify With  
Gravitates - Motivated from Without  
Undisciplined - Unreliable - Scattered  
Procrastination - Hesitation - Frustration  
Disordered - Disorganized

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# Hiring Manual



## Mission Linking Form

This exercise is to ensure that you will be able to see how working for Measurable Genius Inc. will benefit your highest values. This process is as follows:

1. List your highest values
2. List 10 benefits to each of those highest values
3. List 20 general benefits to you working at Measurable Genius Inc.

## Mission Statement

Measurable Genius Inc. is a catalyst for mutual evolution through the use and application of technology, contributing to the evolution of business organisms as wholes by integrating and systemizing the platform of each organization through the synthesis of it's people and technology. By focusing each client's highest values Measurable Genius Inc discovers the true driving factors behind each technology venture and builds solutions congruent with the mission of each business. By focusing on the root factors behind each business need, Measurable Genius Inc enables its clients to hold long term vision and objectives while driving a larger return on investment within a shorter period of time.

Education is the primary and most critical component behind any advancement in technology and the corresponding adaptation to that technology by its users. For this reason, Measurable Genius Inc delivers the human behavioral and psychological soft technologies required to guide and inspire employees to adapt and embrace all change in their workplace.

Measurable Genius Inc. is an Information Communications and Technology Services Provider dedicated to the integration of technology and teleology for the purposes of helping individuals and organizations to lead fulfilling and purposeful lives by commercializing their highest values in fair exchange with humanity. Through the combined application of psychology and infrastructure, Measurable Genius Inc. is revolutionizing the traditional approach to technology in business by expanding awareness to encompass universal laws as they apply to the growth of human beings and organizations alike.

## Teleology

Teleology is defined as the fact or character attributed to nature or natural processes of being directed toward an end or shaped by a purpose. Its origin is Greek, coming from the word *telos*, meaning "end" or "purpose". It is the end in mind, our mission or life purpose.

## Highest Values

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_

# Hiring Manual



Please list 10 benefits to each of your highest values of working for Measurable Genius Inc.

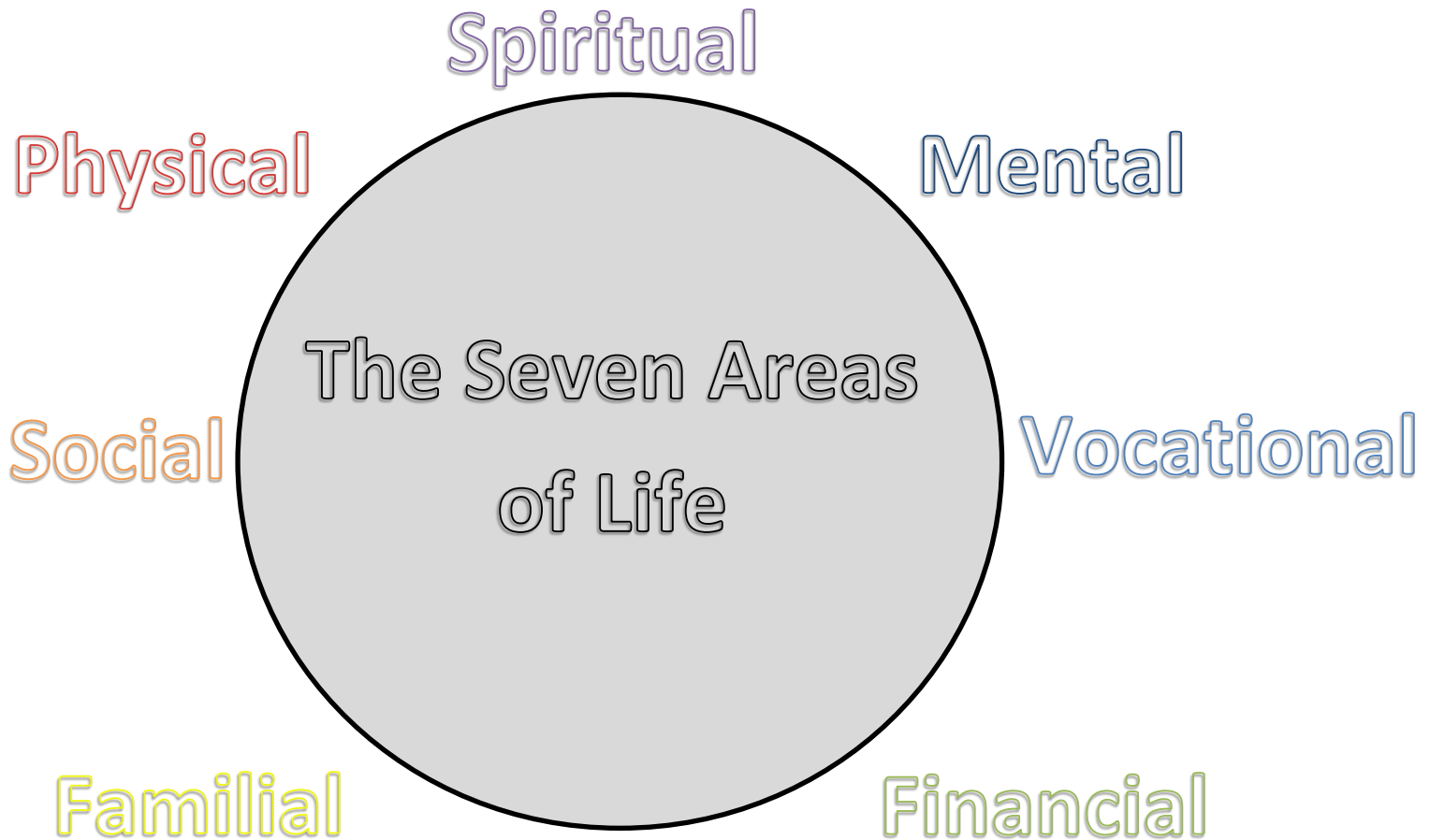
	Highest Value 1	Highest Value 2	Highest Value 3	Highest Value 4	Highest Value 5
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

How do you see the mission of Measurable Genius Inc. helping you achieve what you would love? Please list twenty (20) general benefits to you of working for our company.

1		11	
2		12	
3		13	
4		14	
5		15	
6		16	
7		17	
8		18	
9		19	
10		20	

## The Seven Areas of Life

If you have difficulties, think in terms of the seven areas of life - Spiritual, Mental, Vocational, Financial, Familial, Social, and Physical. A diagram is presented below:





## Key Competency Test

This test consists of 10 questions, five knowledge based questions and five situational questions where the candidate must answer as if they were answering a real issue that occurs on a daily basis at your company.

The most effective way to determine the requirements for a key competency test is to survey all the top employees in your business that already do the job well, and test prospects on those standards. Another method is to have an executive or management member of the department in your company provide with you common mistakes that employees in the position make and design your questions to test the candidates knowledge, procedures and experience surrounding these common mistakes.

These tests will allow you to disqualify any candidate who automatically does not meet the standards of the employee you want to hire, and allow you to see which candidates have the best understanding of how to fill the void you require them to fill.

## Questionnaire Level 2

This is a generic questionnaire designed to dissolve the infatuation associated with obtaining the position, their ability to integrate into a team environment, and their decision-making process and abilities. The questionnaire template used by Measurable Genius Inc. can be found on the following pages.

# Hiring Manual



## Questionnaire Level 2 | Group Interview

Please answer the following questions in full, to the best of your ability.

A. What three things about your previous work or work experience in the past have you enjoyed?

/3

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

B. What three things about your previous work or work experience in the past didn't you enjoy?

/3

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

C. Please list 20 drawbacks to you of working for our company.

/20

1		11	
2		12	
3		13	
4		14	
5		15	
6		16	
7		17	
8		18	
9		19	
10		20	

D. How do you currently keep track of your personal or business oriented tasks and projects on a daily basis?  
What tools do you use?

/10

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# Hiring Manual



E. How would you describe your philosophy towards customer service?

/4

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F. In a moment where a quick choice between two options must be made, what process do you follow in order to make the wisest selection? How did the outcomes compare to your expectations?

/8

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G. When challenged or put under pressure how do you respond?

/4

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H. How do you react to, and what feelings do you have towards change (imposed or selected)?

/5

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I. What are you most inspired by? Why?

/6

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# Hiring Manual



## Staff Interviewing Questions

These questions are considered optional and are only to be used if there is time available to fill.

What inspired you to apply for this position?

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How may we improve our hiring process?

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Discuss a time where you were promoted but you don't feel like you deserved it. What did you do?

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# Hiring Manual



## Job Requirements Score Chart

Fill in the following chart with the requirements of the job you're hiring for. The Visionary will use this to score the candidates and disqualify during group interviews.

0	1	2	3	4	5
Not Met	Satisfactory	Average	Good	Very Good	Excellent

	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5
Essential Skills and Attributes (Score)					
•					
•					
•					
•					
•					
•					
•					
Qualifications (Check if applicable)					
•					
•					
•					
<b>Total</b>					

## Final Interviews

Once the Visionary has made a decision on the two final candidates, you will host two final interviews with the Department Manager and either the Visionary or Director of Education. An individual one on one interview to

- Determine the candidates' understanding and comfort level with the position duties,
- Determine their ability to integrate,
- Establish a salary and
- Discuss the Employment Agreement will take place on Thursday evening of week five.

The candidates are required to bring **two pieces of photo identification to the interview**, where the Human Resources personnel will take a high-resolution scan of the IDs to send to Back-Check.

The forms that the interviewers will require:

- Agenda
- Candidate Profile and Resume
- Final Interview Questions
- Job description and salary projections
- Employment Agreement

Candidate profile templates can be found in the following section. Fill in the pages or sections you have information about your candidates. Print that section for each candidate and then clear the fields and save the document.

# Hiring Manual



## Invitation Script | Final Interviews

Hello, May I please speak with *(Candidate name)*?

Hello *(Candidate)*,

This is *(Your Name)* calling from Measurable Genius Inc. and after the results of this week's group interview I would love to invite you to participate in the next stage in the process, which is an individual interview scheduled to take place this upcoming Thursday evening from \_\_\_\_\_ to \_\_\_\_\_. (or \_\_\_\_\_ to \_\_\_\_\_ depending on which one of the candidates you are speaking with.) Are you available during those hours?

**Yes:** Wonderful, Please ensure that you bring 2 pieces of photo ID to the interview, as they will be required to perform our Background Checks.

**No:** Attempt to schedule the interview at \_\_\_\_\_ to ensure the shortest amount of time possible is used.

**If the candidate is strictly unavailable that evening, consult with the Department Manager to see if he is willing to perform the interview over Skype earlier in the day, or on Friday morning. This decision will be entirely up to the manager.**

Thank you very much for your time today and I look forward to seeing you on Thursday evening!

## Pre - Interview Checklist | Final Interviews

### Individual Interview

- De-Selection Process
- Short List of Candidates
- Telephone suitable applicants
- Schedule interviews in Outlook
- Prepare and mail rejection letters - "Rejection Letter - In Person"
- Venue booked and confirmed
- All interviews scheduled
- Water arranged
- Package printed for interviewer
- Create candidate profiles for each candidate

### Interview Package Checklist

You will need to ensure you have a package for each of the interviewers

- Agenda x \_\_\_\_\_
- Job Description x \_\_\_\_\_
- Salary Projections x \_\_\_\_\_
- Candidate Profile #1 x \_\_\_\_\_
- Candidate Resume #1 x \_\_\_\_\_
- Candidate Profile #2 x \_\_\_\_\_
- Candidate Resume #2 x \_\_\_\_\_
- Final Interview Questions x \_\_\_\_\_
- Employment Agreement x \_\_\_\_\_
  
- Take photocopies of 2 pieces of photo ID
  - o Candidate #1 \_\_\_\_\_
  - o Candidate #2 \_\_\_\_\_



# Hiring Manual



## Agenda | Final Interviews

The format below is for two, one hour interviews. (With a 30 minute lee-way break in between.)

Candidate: \_\_\_\_\_

Time	Who	Description	Notes
4:00 pm	Human Resources	Greet, Welcome, Show to Interview	
4:00 pm to 4:05 pm	Manager	Staff Introductions	If the Manager was not present at the Group Interview
4:05 pm to 4:10 pm	Applicant	Applicant Introductions	If the Manager was not present at the Group Interview
4:10 pm to 4:30 pm	Manager	Interviewer Questions	
4:30 pm to 4:50 pm	Manager	Employment Agreement and Establish Salary	
4:50 pm to 5:00 pm	Applicant	Question Period	
5:00 pm	H.R.	Finish	Photocopy 2 pieces of ID

Candidate: \_\_\_\_\_

Time	Who	Description	Notes
5:30 pm	Human Resources	Greet, Welcome, Show to Interview	
5:30 pm to 5:35 pm	Manager	Staff Introductions	
5:35 pm to 5:40 pm	Applicant	Applicant Introductions	
5:40 pm to 6:00 pm	Manager	Interviewer Questions	
6:00 pm to 6:20 pm	Manager	Employment Agreement and Establish Salary	
6:20 pm to 6:30 pm	Applicant	Question Period	
6:30 pm	H.R.	Finish	Photocopy 2 pieces of ID

# Hiring Manual



## Candidate Profile

Basic Information	
	Full Name
	Contact Telephone Number
	Position Applied For
	Availability
	Start Date
	Salary Expectations
	Driver's License

Education History	
	Institution
	Location
	Graduation Date
	Degree Obtained

Last or Present Position	
	Company
	Location
	Position(s) Held
	Dates Held
	Responsibilities
	• First
	Salary
	Reason for Leaving

Values and Inspiration	
	Highest values
	• First
	What are you most inspired by?

# Hiring Manual



## Final Interviewing Questions

These questions have the intention to be used as a basis only. Should the interviewers find other suitable questions that they would like to be included they may ask them during the interview and then are to send the changes to Human Resources so that the manual may be updated.

What are some specific examples of previous sales goals that you have set? How did the actual results compare to the goals? What would you do the same? What would you do differently?

*Determine the candidate's long-term and short-term goals, how they evaluate themselves, and willingness to improve, learn and grow from past experiences.*

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What actions and support, in your experience, make a team function successfully?

*This can be used to get an understanding of how the candidate will integrate into the team, their understanding of working in a team and group dynamics as well as what level of management the candidate will need in order to complete their job.*

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Please describe the responsibilities you perceive you will be accountable for if you were to obtain the position you have applied for.

*Use this time to obtain an understanding of the candidates comfort level in the position, their understanding of the responsibilities laid out in the job description, and see what level of management the candidate will need in order to complete their job.*

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How much are you worth per year?

*Use this or another question similar to establish a suitable salary for the candidate based on their qualifications, experience and national and regional salary average.*

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*At this point, go through the Employment Agreement.*

# Employment Agreement

Employment Agreements sets out the terms on which you are hiring an individual, contractor or company. It clearly defines the expectations between the Employer and Employed. Most employment agreements are made verbally, however, if your employee will have access to sensitive information such as your customer lists or methods of operations, it may be wise to consider having a written employment agreement as well as a confidentiality agreement prior to on-boarding.

An employment agreement usually addresses many legal issues that are important in the employer-employee relationship; they include:

- Terms of employment (A fixed period of time or an indefinite at-will agreement)
- Amount of compensation (Salary) and any included benefits such as automobile, vacation or health pay.
- The duties, tasks and responsibilities expected of this employee (If the employer wishes to provide the employee with a job description including all responsibilities and accountabilities described in the group interview and discussed in the individual interview.
- Representations by the employee such as their academic or professional qualifications
- Rights to terminate employment by the employer with just cause should a particular event occur (Theft)
- Rights to terminate employment by the employer without cause should certain events occur (Poor performance)
- Confidentiality requirements or information to prevent any employee from disclosing information about customers or other employees after employment is terminated
- Non-competition restrictions during and after employment with your company
- Non-solicitation restrictions to prevent an employee from attempting to solicit your customers or other employees after employment is terminated
- Ownership of intellectual property, customer lists and records, contact information, business methods or copyrights
- Details of any office policies and procedures
- Any other specific additions or omissions directly pertaining to the position or company

Employment Agreements may be created and customized through the following sites as well as through law firms and other legal associates.

Law Depot - <http://www.lawdepot.com/contracts/employment-contract/?pid=pg-JNYJBI64B4-employment-contracttextlink>

Documaticaforms - <http://www.documatica-forms.com/canada/employment-agreement/form.php#section=instructions>

**A sample Employment Agreement is on the following page.**

## Sample Employment Agreement

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### Employment Agreement

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Between:

Measurable Genius Inc. of 5 Harvest Glen Crt NE Calgary AB T3K4B9  
(the 'Employer')

AND

(Name) of (Address)  
(the 'Employee')

THIS EMPLOYMENT AGREEMENT (the 'Agreement') hereby executed on this 1 day of February 2012.

#### Background

1. The Employer is a lawfully established business, duly incorporated and operating under the laws of the province of Alberta.
2. It is the belief of the Employer that the Employee possesses those skills, qualifications and abilities necessary to contribute to and further the mission of the Employer's business.
3. Both the Employee and the Employer accept the terms and conditions set forth within this Agreement.

IN CONSIDERATION OF the mutual benefits and responsibilities specified in this Agreement, the receipt and sufficiency of which consideration is hereby acknowledged, both parties to this Agreement agree as follows:

#### Commencement Date and Time

4. The Employee will commence full-time employment with the Employer on February 1 2012 (the 'Commencement Date').
5. There will be a mandatory probation period of three months (the 'Probationary Period') which shall commence February 1 2012. At any time during the Probationary Period, the Employer will have the right to terminate the Employee without notice. In such event, the only compensation the Employee will receive will be for wages owed for hours of work completed prior to termination.
6. Notwithstanding termination during the Probationary Period or as otherwise provided in this Agreement, the Employee's employment with the Employer is for no specified period and constitutes at-will employment. The Employer and the Employee recognize that certain conditions set out in this Agreement will survive past termination of employment.

#### Position and Duties

7. The Employer agrees to employ the Employee as a Service Desk technician and the Employee agrees to be employed subject to the terms and conditions set forth in this Agreement.

8. The Employer agrees to provide the Employee with all tools, within reason, necessary to accomplish the duties of the Employee's position
  - a. A company cell phone will be provided to the Employee from the Employer
9. The Employee shall carry out any and all lawful and legitimate duties assigned by the Employer. These duties include, but are not limited to
  - a. Duties performed by one in such position, employed by a business or organization similar to that of the Employer
  - b. Duties outlined and listed in the written job description, provided to the Employee by the Employer
10. The Employee will perform his or her duties in a professional and prudent manner, conducting him or herself at all times so as to maintain and improve the reputation and interests of the Employer.
11. The Employee agrees to truthfully make and maintain such reports as the Employer may reasonably require. Additionally, the Employee agrees to make available to the Employer any and all information derived from his or her employment, which will be of a benefit to the Employer.
12. The Employee agrees to adhere to the Employer's policies, rules and practices. These may include, but are not limited to, such issues as work schedules, sick leave, leaves of absence, and vacation time. Furthermore, it is acknowledged that these policies may be modified from time to time as dictated by the Employer's business needs. In such an event, reasonable notice will be given to the Employee in compliance with this Agreement.
13. The Employee agrees to attend four Demartini Method for Groups seminars and two Microsoft Office workshops yearly for the purposes of furthering education and the development of the business. The Employee agrees to cover the cost of the workbook materials equaling \$50 Canadian dollars for each workshop.
14. If the Employee has not acquired an A+ Certification on or before the anticipated start date, the Employee agrees to complete the certification by the end of the three months Probationary Period.

## Employee Compensation

15. In consideration of the Employee's duties as outlined within this Agreement, the Employer will pay to the Employee a yearly salary of \$37 500 Canadian Dollars (the 'Salary'). This compensation will be payable twice a month on first (1) and on the fifteenth (15) day of each month which this Agreement is in force. The Employee recognizes that the Employer may be required by the laws of the Province of Alberta to deduct any applicable fees or remittances from the Employee's compensation. The Employer agrees to review the Salary annually and to make increases, if any, as the Employer may approve in its sole discretion.
16. The Employee accepts that the compensation as set forth in this Agreement will be the sole monetary compensation provided by the Employer as consideration and compensation for services, duties and obligations performed by the Employee as outlined in this Agreement.
17. The Employee understands and agrees that any additional compensation, through bonus payments or otherwise, is entirely at the Employer's discretion. The Employee will not hold any right to additional compensation by reason of the Employee's employment pursuant to this Agreement.
18. Necessary travel and mileage expenses incurred by the Employee for employment-related travel will be fully reimbursed by the Employer.
19. The parties agree that the Employee will be permitted a reasonable degree of flexibility with respect to work hours. Both Employer and Employee agree that if the Employee works extra

# Hiring Manual



time in a day or a week, for the extra time worked, the Employee will be paid at the rate of 1.5 (one and a half) times the Employee's normal compensation.

20. All funds in the Employee's possession belonging to the Employer shall be delivered or transmitted daily to the Employer's designated bank account or to the Employer's dedicated manager, unless the Employee is otherwise directed in writing or by direct communication from his or her immediate supervisor.

## Benefits

21. The only additional benefits to which the Employee will be entitled are those currently in place, as reflected in current revisions of the Employer's health benefits booklets and manuals.
22. Health benefits received by the Employee are at the sole discretion of the Employee, and may be changed or terminated by providing 30 days written notice of the changes to the benefit provider. The Employee will be compensated any difference in owing amount.
23. The Employer will deduct monetary funds from the Employee's wages for this purpose.
24. The parties that agree during the term of this Agreement, the Employee will be entitled to a paid yearly vacation totaling 10 business days or 2 weeks. The time of such vacation is to be determined by mutual agreement of the parties.

## Termination of Employment

25. At maximum, one verbal and two written disciplinary warnings will be issued to the Employee prior to termination should the Employer find just cause for the disciplinary action.
26. The Employer may choose to terminate the Employee at any time if the Employer finds just cause for the termination or as otherwise outlined in this Agreement. The Employer must give written notice before terminating this Agreement. This notice shall be given at least two weeks in advance. The parties agree to abide by provincial labor and employment standards regarding written notice of termination of employment. Just cause for termination on the part of the Employer include, but are not limited to, the following:
  - a. Failure to adequately perform duties;
  - b. Lack of qualifications for the position;
  - c. Tardiness;
  - d. Unexplained time missed from work;
  - e. Theft;
  - f. Failure to follow direct and clear instructions;
  - g. Incompetence
27. Should the Employer choose to terminate the Employee without cause outside of the Probationary Period time frame, the Employer is required to provide Reasonable Notice of Termination to the Employee. Notice of Termination will be under the discretion of the Employer.
28. Should the Employee wish to terminate this Agreement, the Employee agrees to give the Employer written notice thereof at least two weeks in advance. The parties agree to abide by provincial labor and employment standards regarding written notice of resignation.

This Agreement, and any written plan or agreement referred to herein, represent the entire Agreement and understanding between the parties as to the subject matter hereof and supersede all prior or contemporaneous agreements, whether written or oral. No alteration or modification of any of the provisions of this Agreement shall be binding unless in writing and signed by duly authorized representatives of the parties hereto. Each provision of this Agreement will be interpreted in such

# Hiring Manual



manner as to be effective and valid under applicable law, but if any provision of this Agreement is held to be invalid, illegal or unenforceable in any respect under any applicable law or rule in any jurisdiction, such invalidity, illegality or unenforceability will not affect any other provision or any other jurisdiction, but this Agreement will be reformed, construed and enforced in such jurisdiction as if such invalid, illegal or unenforceable provision had never been contained herein.

Confirm your agreement with, and acceptance of, all of the foregoing by signing this Agreement where indicated below.

Employee Name \_\_\_\_\_

Employee Signature \_\_\_\_\_

Date \_\_\_\_\_

Employer Name \_\_\_\_\_

Employer Signature \_\_\_\_\_

Date \_\_\_\_\_

Witness Name \_\_\_\_\_

Witness Signature \_\_\_\_\_

Date \_\_\_\_\_



# Pre-Employment Checks

## Checklist | Performing Back Checks

- Once you have received the eConsent forms and have spoken to the BackCheck representative:
- Log in to BackCheck's client site
  - <https://server02.backcheck.net/members/login/login.asp>
  - If ordering Criminal Record Checks, Human Resources must take copies and verify two pieces of candidate ID and attach to their order at the time of invitation
- Click on eConsent tab
  - Click on "Order a New eConsent"
- Fill in the required information to submit a request
  - Upload candidate ID images
- Click Submit
  - Verify Candidate ID by signing and submitting your order
- Your candidate will then receive an email containing a secure link to eConsent where they are prompted to provide necessary information for completion of selected services
- Once details are entered the candidate will verify the information with BackCheck's "sign with mouse" technology
- BackCheck automatically receives the online file once submitted by the applicant
- BackCheck advises by email when the file is completed
- Results are available online to Measurable Genius Inc. under password protection
- Once you have completed the BackCheck the form must be kept on file for 1 calendar year in a secure location.**

## About BackCheck

BackCheck is a Canadian owned and operated company specializing in pre-employment background checks, including Criminal Record Checks, Credit Inquiries, Education Verifications, Reference Interviews and Employment Verifications. BackCheck is Canada's leading provider of pre-employment due diligence services for thousands of clients coast to coast in both official languages. BackCheck stands behind everything we do with a guarantee of 100% satisfaction. Our own references will be happy to take your calls regarding our services and performance. BackCheck facilitates well-informed hiring decisions and strives to be a longstanding and trusted partner of our clients. We accomplish this goal through our people, our process, and our technology.

## People

- **Experienced** - BackCheck has conducted in excess of one million reference interviews, each interviewer has conducted thousands.
- **Educated** - Team members hold post-secondary education in human resources, criminology, business, or other related disciplines.
- **Scalable** - With hundreds of background checking professionals in North America and the UK, we have the capacity to support even the largest of organizations.
- **Focused** - We focus on background checking so you can focus on other human resources or security tasks.
- **Friendly** - Our interviewers and client service representatives are friendly, attentive and engaging.

## Process

- **Privacy Compliance** - PIPEDA compliant forms and processes have been vetted by major Canadian law firms.
- **Quality Service & Client Care** - Fully bilingual operations and extended business hours to serve our client base.
- **Industry Leading Turnaround Time** - Processes, resources and technology are aligned to provide fast results.
- **Depth of Experience** - We have thousands of clients spanning all industries.
- **Global Reach** - BackCheck is well-positioned with three large operations centers in Vancouver, Montreal, and the United Kingdom.
- **Quality Assurance** - Independent department oversees all deliverables.

## Technology

- **Forgery-Proof Online Results Delivery** - Real-time results available via BackCheck's easy-to-use online system.
- **Data Security** - Bank-caliber technical infrastructure and security processes approved and used by over half of Canada's largest 100 employers.
- **Physical Security** - Our technologically advanced operation centers have received CISD Facility Clearance.
- **Continuous Improvement** - In-house team of programmers ensures continuous innovation.
- **Proprietary Telephone System** - In partnership with TELUS and Avaya, BackCheck has developed and currently employs a phone system specifically designed for the efficient operation of global background checking call centers.
- **Online Ordering and HRIS Integration** - With HR-XML compatibility, our technology is based on the industry gold-standard.
- **Disaster Recovery and Business Continuity** - Multiple large facilities and off-site data centers run by experts ensures 99.99%

## Service Descriptions

### Name Based Criminal Record Check with Forgery-Proof Delivery

- Prevent the hiring of unsuitable candidates: Protect the people you work with from those with a history of violence, theft, or other serious offences.
- Accurate Disclosure of Criminal Records: Confirm whether a candidate's disclosure of criminal offences is correct and use BackCheck Zero-In to investigate any inaccuracies.

- BackCheck Zero-In™: If the original disclosure is inaccurate, candidates re-disclose their offences and our police partners will confirm whether the new disclosure is an accurate reflection of their criminal history.
- Compliant with Privacy and Human Rights legislation across Canada.
- BackCheck delivers results directly to clients, eliminating the risk of digital manipulation.
- Next business day turnaround - faster than sending candidates to the police. Rush service available.
- Traditional paper based consent forms or paperless consent options available.

## Identity Cross-Check

- Over time, credit bureaus collect name, address, employment and alias information about candidates. Cross-reference this data with details provided by candidates on BackCheck consent forms.
- Reveal more criminal histories by inserting aliases into the Criminal Record search.
- Next business day turnaround. Rush services available.

## Employment History Verification

- Verify dates of employment, positions held, and reason(s) for leaving directly from payroll and HR records.
- All information obtained is cross-referenced with the candidate's résumé claims.
- We know how, when, and who to contact for fast results.
- Average turnaround time for employment verifications is 2-3 business days (Monday to Friday).

## Education Verification

- Verify the candidate's highest level of education directly with listed institutions.
- We know how, when, and who to contact for fast results.
- Credential and Professional Designation Verification.
- 2-3 business day typical turnaround times: We leverage our relationships with educational institutions across Canada to get information faster, however, some institutions only respond by mail.

## Reference Interviews

- Faster Turnaround Time - Often 1-2 days - We combine our Team of Professional Reference Interviewers with the Option to Provide Written Responses.
- Eliminate 'phone tag' by leveraging BackCheck's professional reference interviewers, available during extended business hours.
- As an objective third party, we conduct references without the bias from having observed the candidates' personality during an interview.
- Customizable templates.
- Average turnaround time for reference interviews is 3-4 business days (Monday to Friday).

## Credit Bureau Inquiry

- Reveal Financial Pressures - "Desperate people may do desperate things".
- Poor payment history or collections may indicate irresponsibility.
- Uncover banking violations such as feeding empty envelopes into an ATM.
- Next business day. Rush services available.

## Driver Abstracts

- Reveal complete driving records: Complete with all impaired charges, speeding and other driving offenses.
- Turnaround times are dependent on the province the abstract resides in; typically between 1 and 15 business days. Further details are available upon request.

## Cross Referencing, Analysis & Summary

- Thorough cross-reference and analysis: A Complete BackCheck™ is worth more than the sum of its individual services.
- An investigative mentality: We examine all the information, comparing employment history, names used and other claims of the candidate: Inconsistencies raise flags and lead us to dig deeper.

## eConsent

### Online ordering and candidate consent – For any BackCheck Service!

BackCheck eConsent enables paperless background checks. Your candidates can complete consent forms and provide their signature using BackCheck’s proprietary online tool.

### Benefits

- Faster turnaround times across all services - With mandatory fields we get the right information the first time from the candidate, thereby minimizing delays to start a check.
- When candidates fill out eConsent from home, we find they take the time to provide thorough information, thus minimizing the need to go back to you, to ask for additional information.
- Faster Reference Checks - by giving references with the Option to interact with us online or by telephone, we are seeing reference turnaround time drop from 3-5 days down to about 36 hours.

## Service Benefits

BackCheck services are easy to use. Partnering with BackCheck allows your organization to focus on improving your organization and ensure peace of mind. Benefits include:

- **Nationwide Consistency:** Across Canada, prices and turnaround times for Criminal Record Checks. Partnering with BackCheck ensures consistency of results for your entire organization.
- **Minimized Burden of Ownership:** Personal information is very sensitive and carries a burden of ownership. Individual’s privacy is protected by secure online submissions. Hiring managers need not be weighed down by being in possession of their candidates’ sensitive information.
- **Bank-Caliber Data Security:** BackCheck offers bank-caliber data security, ensuring secure protection and management of data that adheres to all relevant Privacy and Humans Rights legislation.
- **Unlimited Scalability:** Peak seasons can often bring a heavy load to organizations with fixed budgets. BackCheck can handle seasonal and unexpected influxes in volume.
- **Industry Leading Turnaround Time:** BackCheck works directly with police detachments across Canada to provide results online in real-time. Results are usually available within eight (8) hours, the rest by the next business day.
- **Forgery-Proof Online Delivery:** BackCheck sends results of the Criminal Record Check directly to the organization that requested the background check. This eliminates the opportunity for alteration of the document, increasing reliability of results and improving turnaround time.
- **Convenience:** Applicants are not required to physically visit a police detachment to complete a Criminal Record Check. With less than one minute of your time, and two or three of a candidate’s, you can select with confidence.

## A BackCheck Program will:

- Reduce turnover and associated costs
- Reduce internal theft and fraud
- Reduce workplace violence
- Mitigate negligent hiring risk
- Ensure human rights and privacy compliance
- Enhance selection process
- Accelerate hiring times
- Provide a consistent, auditable process
- Provide a consistent, auditable process

## Pricing

<p><b>BackCheck Package One</b>                  Name Based Criminal Record Check with Forgery-Proof Delivery System *                  Credit Bureau Inquiry with Identity Cross-Check *                  2 Investigative Reference Interviews **                  2 Employment Verifications **                  Education Verification ** ***  <i>Verification of Highest Level Completed As Listed By Candidate</i></p>	<p><b>\$198</b></p>
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<b>Back Check a la carte Services</b>	
Name Based Criminal Record Check with Forgery-Proof Delivery System *	\$39 per inquiry
Canada Post ID Verification	\$10 per inquiry
Back Check Zero-In™	\$20 per inquiry
Credit Bureau Inquiry with Identity Cross-Check *	\$30 per inquiry
Basic Reference Interviews **	\$40 each
Standard Reference Interviews **	\$45 each
Investigative Reference Interviews **	\$50 each
Employment Verification ** *** <i>Verification of Highest Level Completed As Listed By Candidate</i>	\$24 per inquiry
Education/Credential Verification	\$24 per inquiry
Driver Abstract (Alberta Not Available)	\$25 per inquiry
Driver License Verification (NFLD & L Not Available)	\$20 per inquiry

## For Information about ExitCheck (Exit Interviews) Please Contact your Primary Sales Contact

- Prices are exclusive of applicable sales taxes.
- All Prices will be reviewed after 12 months. A price adjustment may follow based on estimated file volume versus actual file volume

\* RUSH Criminal Record Check or Credit Bureau Inquiry with Identity Cross-Check available at a \$20 surcharge for each. Charge only applies when requested and if results are returned within 4 hours.

\* Pricing applies to Canadian checks only. For US and international pricing, please contact your Primary Sales Contact.

\*\* 50% Overseas Premium per service

- Translation services are not included and will be charged if required and approved.

- Long distance outside of Canada and United States will be charged through at our cost.

\*\*\* Fees from education institutions will be charged through at our cost.

\*\*\*\* Province & Territory fees are not included and will be passed through at our cost.

<p><b>Implementation Fee &amp; Credit:</b></p> <ul style="list-style-type: none"> <li>• Account &amp; Billing Set-up &amp; implementation training call.</li> <li>• Access to the online delivery system.</li> </ul> <p>A \$250 Implementation Fee will be billed to you once the setup of your account is complete. However the entire fee will be available as a credit towards your first year of BackCheck services, after which it will expire.</p>
<p><b>Payment Terms:</b></p> <p>Payment terms are Net thirty (30) days from the date of the invoice. If payment is received within 30 days of receipt of an invoice, a 1% discount will be granted on services provided when paying on account. Accounts over 30 days will be charged interest at 2% per month on outstanding balance. Additionally, an administrative fee of \$25 per month will be charged on all accounts which are more than 120 days overdue.</p>

### Primary Sales Contact:

**Judy Ng**

Account Executive

Phone: 604-455-5666 | Toll Free: 1-866-455-5980

Email: [jng@backcheck.ca](mailto:jng@backcheck.ca)

### Primary Service Contact:

**Sara-Eve Leblond**

Account Coordinator and Client Care Specialist

Phone: 1-866-674-2447

Email: [seleblond@backcheck.net](mailto:seleblond@backcheck.net)

## Delivering the Offer

Once the back ground checks have been completed and cleared, it is time to extend an informal offer to your candidate. Telephone them on Friday afternoon, or once the back check has cleared to let them know that they have been chosen as the candidate and to request that they come in to the office on Monday fill in paper work, go through the final copy of the Employment Agreement and to allow them to have the opportunity to have any last questions they have answered.

The paperwork and forms you will have printed and completed prior to their arrival on Monday are listed as follows:

- Informal Offer Letter
- Formal Offer
- Employment Agreement
- Tax Forms (These are optional and can also be filled out and completed on the first day of employment)
- Provide your candidate with a copy of their job description as well as any pertinent company contact information

## Letter Templates

In the next section are all the letter templates you will need for this process. They are also available in individual files. Please request from the Director of Relationship.

### **Confirmation Letter/Invitation Letter\***

This is used to invite possible candidates to the group interview once you have completed the telephone interview.

### **Thank You Letter/Rejection Letter Telephone**

This is sent to the unsuccessful candidates who participated in the telephone interview.

### **Thank You Letter/Rejection Letter In Person**

This is sent to the candidates who participated in an interview that was in-person (Group or final interviews.)

### **Informal Offer Letter**

Include this letter with your offer package. Allow this to be the front page of your offer and the first thing your candidate reads.

### **Formal Offer Letter**

Include this letter with your offer package (Week 7) - the candidate is to sign this form and return it.

*\*Note: You will not need to send a confirmation letter between the group interviews and the individual interviews, as there is only a 1 day gap between the two, and they've already been to your location. A telephone call is the most effective and clear way of inviting a candidate to these interviews.*

# Hiring Manual



## Confirmation Letter Template

Thank you for applying for the position of \_\_\_\_\_

(Date)

Dear Applicant,

Thank you for applying for the position of \_\_\_\_\_ with Measurable Genius Inc. This letter will confirm with you that you have been selected to move on to the next stage in our interview process. We would love to invite you to our group interview:

**Location:** Measurable Genius Inc. Head Quarters  
5 Harvest Glen Court NE Calgary AB T3K4B9  
2 Floor - Please enter the main (front) doors and proceed up the set of stairs to your immediate left.

**Map Address:** <http://g.co/maps/yeqwc>

**Date:** (Date of Interview)

**Time:** (Time of Interview)

**Parking:** Surface parking lot East (behind) of the building - enter via alleyway

The interview will begin promptly at (Start Time) and will run until (End). A group interview package will be provided. **We ask that you please provide us with your CV/resume at this time. Please also fill out the PDF job application, print the form, sign and date, and then return the form on Tuesday evening.** Water will be available for the duration of the interview.

**Break:** There will be one 15 minute break at \_\_\_\_\_.

**Please respond to this invitation via email or telephone no later than \_\_\_\_\_ at \_\_\_\_\_ with your RSVP.** Please do not hesitate to contact me if you have any further questions. I look forward to meeting you at the interview.

*With gratitude,*

A handwritten signature in purple ink, appearing to read 'Jam Mac', enclosed in a purple oval.

**Jamie Macdonald, Administrator**

Measurable Genius Inc.  
[hr@measurablegenius.com](mailto:hr@measurablegenius.com)  
ph: 403-454-5968



# Hiring Manual



## Thank you Letter/Rejection Letter Telephone

Measurable Genius Inc.  
5 Harvest Glen Court NE  
Calgary AB T3K 4B9  
Canada

*(Candidate Name  
Address  
City, Province, Postal Code  
Canada)*

Dear *(Candidate)*,

I would love to take this time to thank you for taking the time to participate in a telephone interview for the position of *(Position Title)* with Measurable Genius Inc. We have interviewed multiple candidates, and although your qualifications are impressive, we have selected other candidates whose credentials were better suited for this position to move on to the next stage in our hiring process.

Thank you very much for taking the time to apply with Measurable Genius Inc. We appreciate you and are grateful that you applied and considered us for your employment journey.

Thank you for your interest in our company and we wish you well with your future successes.

With Gratitude,

Jamie Macdonald, Administrator  
Measurable Genius Inc.

# Hiring Manual



## Telephone Rejection Letter Template

Measurable Genius Inc.  
5 Harvest Glen Court NE  
Calgary AB T3K 4B9  
Canada

*(Candidate Name  
Address  
City, Province, Postal Code  
Canada)*

Dear *(Candidate)*,

I would love to thank you for taking the time to participate in a telephone interview for the position of \_\_\_\_\_ with Measurable Genius Inc. We have interviewed multiple candidates, and although your qualifications are impressive, we have selected other candidates whose credentials were more suited to move on to the next stage in our hiring process.

Thank you very much for taking the time to apply with Measurable Genius Inc. We appreciate you and are grateful that you applied and considered us for your employment journey.

Thank you for your interest in our company and we wish you well with your future successes.

With Gratitude,

Jamie Macdonald, Administrator  
Measurable Genius Inc.

# Hiring Manual



## In Person Rejection Letter

Measurable Genius Inc.  
5 Harvest Glen Court NE  
Calgary AB T3K 4B9  
Canada

*Candidate Name*  
*Address*  
*City, Province, Postal Code*  
*Canada*

Dear *(Candidate)*,

Thank you for taking the time to attend our interview for the position of \_\_\_\_\_ with Measurable Genius Inc. As you are aware we had the opportunity to interview a number of candidates and although your qualifications and experience are impressive, we are unable to offer the position to you at this time.

Thank you for applying with Measurable Genius Inc. and although you were not selected we encourage you to apply should we have an opening at a later date. We appreciate you and are grateful that you applied and considered us for your employment journey.

Your resume will be kept on file for a term of six months. Thank you for your interest in our company, we wish you well with your future successes.

With Gratitude,

Jamie Macdonald, Administrator  
Measurable Genius Inc.

# Hiring Manual



## Informal Offer Letter Template

Measurable Genius Inc.  
5 Harvest Glen Court NE  
Calgary AB T3K 4B9  
Canada

*(Eckert Psychology & Education Centre  
2220 7 Ave NW  
Calgary AB T2N 0Z6  
Canada)*

Dear *(Candidate)*,

Thank you for completing the interview process for the position of \_\_\_\_\_ with Measurable Genius Inc. As you are aware we had the opportunity to interview a number of candidates and at this time, we are certain that you are the most qualified applicant for the position. Congratulations!

Please respond by *(Response date)* if you would love to accept this opportunity and join the Measurable Genius Inc. team.

**Enclosed are the following documents:**

Formal Offer letter  
Employment Agreement

We ask that you please review, sign and return the Employment Agreement, Offer Letter and Tax Documents.

With Gratitude,

Jamie Macdonald, Administrator  
Measurable Genius Inc.

# Hiring Manual



## Formal Offer Letter Template

Measurable Genius Inc.  
5 Harvest Glen Court NE  
Calgary AB T3K 4B9  
Canada

*(Candidate Name  
Address  
City, Province)*

*(Date)*

Dear *(Candidates First Name)*,

RE: Employment Offer

Congratulations and welcome to Measurable Genius Inc. We are pleased to offer you the full time position of \_\_\_\_\_. We trust that your knowledge, skills and experience will be highly valued and appreciated by our customers and your fellow staff members. The salary for this position will be *(Salary or Hourly wages.)* You will be paid bi-weekly by cheque. We anticipate your start date to be *(Anticipated Start Date)*.

Measurable Genius Inc. is will also be able to offer the you to option to participate in our company health and dental benefits, which will become available to you following your probationary period of three months.

### To accept this job offer:

1. Sign and date this job offer letter where indicated below.
2. Sign and date the Employment Agreement as provided to you.
3. Respond to our offer by *(Intended Response Date)*
4. Return all documentation to Human Resources on or before *(On-boarding date)*,
5. Attend new-hire orientation on *(On-boarding date)*, beginning at 8:00 a.m.

### To decline this job offer:

1. Sign and date this job offer letter where indicated below
2. Respond to our offer by *(Response Date)*
3. Return a copy of this letter back to us no later than *(Response Date)*

# Hiring Manual



If you accept this job offer, your hire date will be on the day that you attend new-hire orientation. Plan to work for the remainder of the day after new-hire orientation ends (8 hour shift). A complete hire package will be provided to you at orientation and will be explained to you in detail at that time.

We at Measurable Genius Inc. look forward to welcoming you onboard. Your immediate supervisor will be Everett Bellingham, Chief Operations Officer. Feel free to contact Everett or myself if you have any questions or concerns.

With Gratitude,

Jamie Macdonald

Administrator

Enclosures: 2

## Accept Job Offer

By signing and dating this letter below, I, \_\_\_\_\_, accept this job offer of Administrative Assistant with Measurable Genius Inc.

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

## Decline Job Offer

By signing and dating this letter below, I, \_\_\_\_\_, decline this job offer of Administrative Assistant with Measurable Genius Inc.

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