

CANADIAN AGRICULTURAL
HUMAN RESOURCE COUNCIL



CONSEIL CANADIEN POUR LES
RESSOURCES HUMAINES EN AGRICULTURE

Agricultural

HR MANAGEMENT TRAINING

Recruitment, Selection & Hiring



Webinar 1: The Importance of Recruitment and the Recruitment Process

Webinar 2: The Selection Process

Webinar 3: The Hiring Process



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WHO ARE WE?

Overview

The Canadian Agricultural Human Resource Council (CAHRC) is a national, non-profit organization focused on addressing human resource issues facing agricultural businesses across Canada.

Vision

A qualified and motivated workforce that is sufficient to sustain profitable agriculture in Canada.

Mission

Develop solutions to support the HR management needs of agriculture



Recruitment, Selection & Hiring Learning Objectives

By the end of the series you will be able to:

- **IDENTIFY** the process for recruiting, selecting and hiring workers
- **EXPLAIN** how to use job descriptions
- **DISCUSS** the process of selecting workers in adherence with legal obligations
- **EVALUATE** the effectiveness of recruitment and selection methods
- **DESIGN** a selection interview
- **FORMULATE** an offer of employment
- **EVALUATE** the effectiveness of new hire welcome and orientation programs

Webinar 1: The Importance of Recruitment



Why Recruitment, Selection, and Hiring?

Helps you **attract and retain** a skilled and motivated workforce.

Hiring the right people for the right job is essential to your business success.

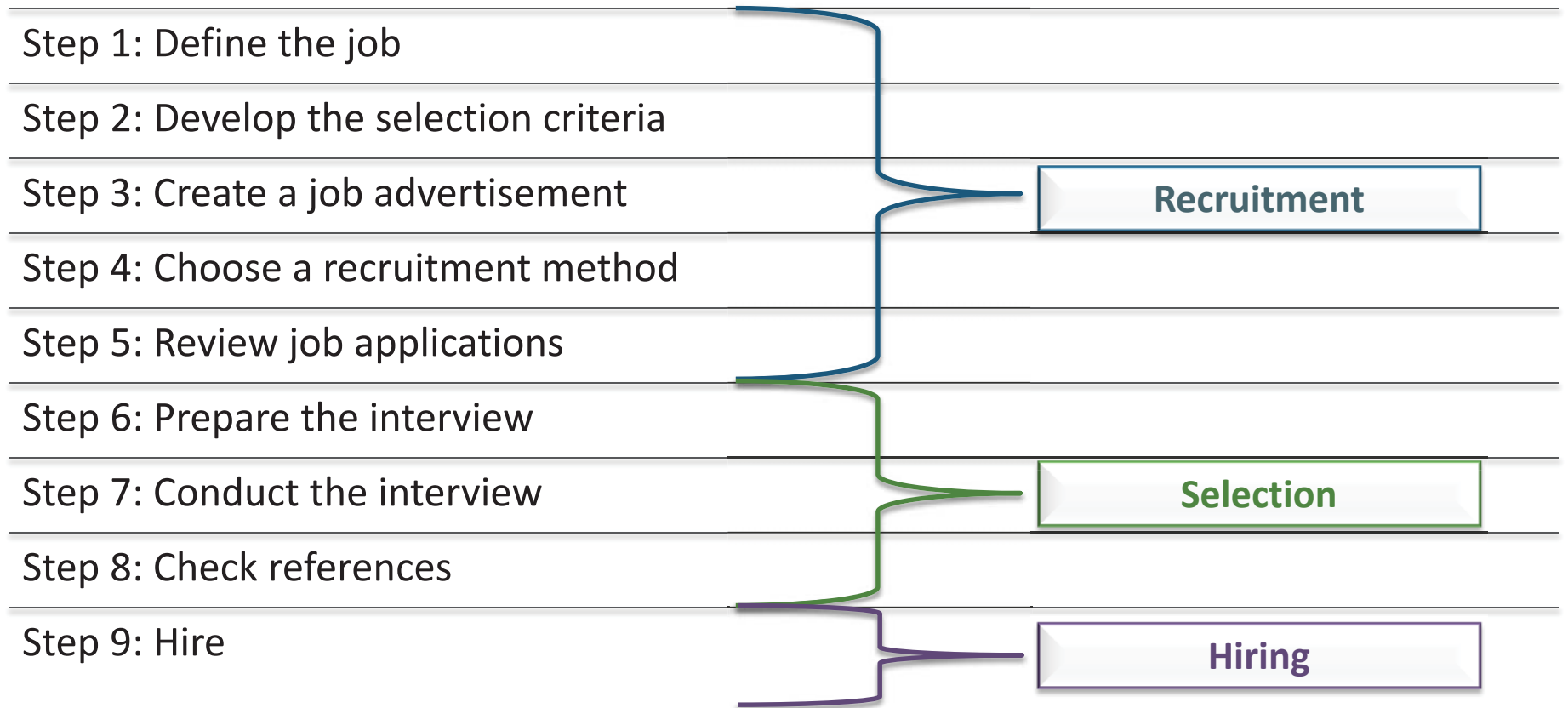
Poor hiring decisions:

- Reduce productivity, motivation, and morale.
- Increase turnover
- Place you at risk for expensive discrimination and human rights claims.



Photo Credit: Vicki Dutton

Steps to Recruitment, Selection, and Hiring



Why is Recruitment Important?

- Find and attract skilled workers
- First contact

Recruitment process:

- What role am I looking to hire?
- What responsibilities and duties will be required of the candidate?
- What knowledge and skills will the candidate need to be successful?
- Which recruitment method is best suited to find the candidate I need?



Photo Credit: Vicki Dutton

**Step 1:
Define the job**

Job Descriptions

A job description outlines the key tasks, duties, and responsibilities of a particular job. It is considered the cornerstone of many HR activities.

What to Include in a Job Description:

- Title and reporting relationship
- Job duties
- Key responsibilities
- Working conditions and environment
- Required knowledge, skills, and abilities
- Required qualifications

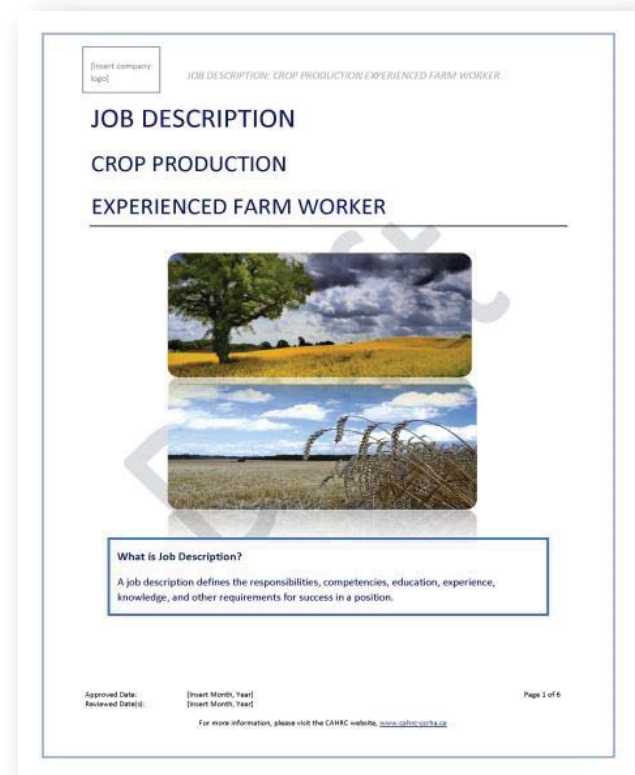


Photo Credit: Lydia Schouten

Step 1:
Define the job

Collecting Information for Job Descriptions

Job analysis involves systematically gathering information about the tasks, duties, and responsibilities of a particular job.

A Job Analysis Includes:

- The tasks to be performed.
- The machinery and equipment that need to be used.
- The required knowledge, skill, and abilities.
- The level of required supervision.
- The working conditions.
- Performance expectations.
- Required qualifications.



Photo Credit: Vicki Dutton

Developing a Job Description

Do not include goals on a job description (e.g., pick 25 bushels a day).
Goals change throughout the year and depend on operational priorities.

Identify Key Responsibilities

Between 8–12 responsibilities per position

- List the types of decisions the job holder
- List any supervisory responsibilities
- List any financial responsibilities
- Identify the types of interactions



Photo Credit: Casey Vander Ploeg

Developing a Job Description


Identify Other Important Areas

- Working Conditions and Environment
- Required Knowledge, Skills, and Abilities
- Required Qualifications

Start each responsibility with an action verb (e.g., develops, maintains, lifts, operates).

[Insert company logo] JOB DESCRIPTION: CROP PRODUCTION EXPERIENCED FARM WORKER

JOB DESCRIPTION
CROP PRODUCTION
EXPERIENCED FARM WORKER



What is Job Description?
A job description defines the responsibilities, competencies, education, experience, knowledge, and other requirements for success in a position.

Approved Date: [Insert Month, Year]
Reviewed Date(s): [Insert Month, Year]

For more information, please visit the CAHRC website: www.cahrc.ca/uk

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Photo Credit: Lydia Schouten

Develop a Job Description

Understanding and defining the job is an important first step. This process helps feed into all aspects of the recruitment process.

1. Download the Job Description template.
2. Determine the 8-12 responsibilities per position.
3. Rank them in order of importance.



**Step 2:
Develop Selection Criteria**

Developing Selection Criteria

Selection criteria are the job-specific capabilities (skills, knowledge, and abilities) needed to successfully perform the job. The criteria are developed from the job description and are used to identify the best person for the job.

Key points to consider when developing selection criteria:

- Knowledge, skills, abilities, qualifications and experience
- Specific and measurable
- Job-related
- Comply with human rights legislation
- Foreign workers - following the appropriate regulations

Important: If you don't know what you're looking for you'll never find it!

**Step 3:
Create a Job Advertisement**

Job Advertisements

Provide
- **detail about the job**
- **required qualifications**

Details to Include:

- Farm profile
- Job title
- Location
- Company description
- Job start date
- Term of work
 - Part time
 - Full time
 - Paid internship
- Experience required
- Main responsibilities
- Competencies
- Equipment and machinery
- Working conditions
- Training/Education
- Drivers license
- Language
- Salary
- Benefits
- Where to apply



Photo Credit: Vicki Dutton

Sample of Advertisement

What to Include

- Farm profile
- Job title
- Location
- Company description
- Job start date
- Term of work
 - Part time
 - Full time
 - Paid internship
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- Main responsibilities
- Competencies
- Equipment and machinery
- Working conditions
- Training/Education
- Drivers license
- Language
- Salary
- Benefits
- Where to apply

Farm Profile

- introduce and market your farm
- distinguish you from other farms

Three to four sentences that communicates:

- A brief description of your farm or operation
 - (e.g., name of farm, age of operation)
- What your farm values most and/or promises to deliver to its customers.
 - (e.g., sustainable agriculture, honest service.)
- Why your farm is a good place to work
 - (e.g., safe environment, competitive compensation)



Photo Credit: Stamp Seeds

Develop a Farm Profile

1. Write one to two sentences that describe key aspects of your farm operation.
2. Add a sentence that describes what your farm values most and/or promises to deliver to its customers.
3. Add sentences that describes why your farm is a good place to work.
4. Review the sentences you developed in steps 1-3 and revise your profile as needed.



Creating a Job Advertisement

1. Take the job description you completed earlier
2. Prepare a job advertisement using the template provided. Fill in the necessary information relevant to your farm.



Step 4:

Choose a Recruitment Method

Choosing a Recruitment Method

- various recruitment methods
- place your job ad where candidates will see it

Internal Recruitment

Employee Referrals

Networking

Advertising

Recruitment Agencies

Job Fairs

Job Boards

Select a Recruitment Method

Employee Referrals:

- recommendations or referrals from current employees

Benefits:

- good understanding of the nature and requirements
- pre-screen candidates
- include workers who may not be actively seeking new jobs

Drawbacks:

- biased by evaluations
- may feel resentful
- to recommend others who are similar

Select a Recruitment Method

Networking:

- personal networks, such as other producers, neighbours, and former employees

Benefits:

- good understanding of the nature and requirements of the job
- pre-screen candidates

Drawbacks:

- might also have common areas that need to be developed

Select a Recruitment Method

Job Fairs:

- Informational tables or displays

Benefits:

- initial applicant screening
- control of first impressions
- realistic job previews
- target groups of potential candidates

Drawbacks:

- expensive
- time consuming
- advertising materials
- competing with other businesses

Select a Recruitment Method

Print Advertising:

- industry publications, or in the newspaper

Benefits:

- groups of potential candidates
- wider range

Drawbacks:

- time-consuming
- cost of advertising
- shelf life is relatively short
- cannot be edited
- infrequent publishing cycle

Select a Recruitment Method

Online Advertising:

- online, in social media, or online industry publications

Benefits:

- inexpensive
- reaches a wider range
- can be shared
- longer life, easy to change
- target groups of potential candidates

Drawbacks:

- time-consuming
- unlikely to reach a large number

Select a Recruitment Method

Job Boards:

- Online search engines to post specific advertisements

Benefits:

- target groups of potential candidates
- reaches a wider range

Drawbacks:

- range in price, as well as length
- specific commodities or regions can be difficult to find and smaller reach

AgriJobMatch Job Board



AgriJobMatch

The Canadian Agriculture sector has a large number of jobs that go unfilled. Our goal is to connect employers and job seekers in one place.

The Job Board is designed for:

- Connecting employers with job seekers/interns
- Matching job seekers/interns to employers
- Accessing a variety of tools to simplify the recruitment and selection process



Plus valuable and customizable templates and resources

20,068 Jobs

SEARCH JOBS

Enter Keywords

Province: City/Town:

[SEARCH](#)

[Advanced Search](#)

Find your perfect job.

Our matching engine scans thousands of agriculture jobs and shows you the jobs that are your perfect fit. It also puts your profile in front of employers who need your skills.

[LEARN MORE](#)

FOR EMPLOYERS

It's faster and easier to find skilled agriculture employees using AgriJobMatch™.

- Post jobs faster with templates,
- find top candidates with SkillMatching™,
- and use customized hiring kits to interview and select the right person for the job.

[POST A JOB](#)

A better way to hire.

With a matching engine that identifies qualified applicants, plus job templates and interview guides, it's easier than ever to find and hire the right agriculture workers.

[LEARN MORE](#)

AgriJob Match Tools

Sample Job Descriptions, Job Advertisements, Interview Guide and MORE...

JOB DESCRIPTION
CROP PRODUCTION
EXPERIENCED FARM WORKER



Job Description

- Position Details
 - Job Title,
 - Department / Team
 - Supervisor / Manager
 - Direct Reports
 - Term of work
 - Position Purpose
 - Company Description
 - Main responsibilities
- Competencies
 - Farm Equipment and Machinery
 - Physical Capabilities
 - Working Conditions
 - Training / Education
 - Qualifications
 - Language
 - Driver's License
 - Remuneration & Benefits

Interview Guide:

Interview procedure steps

Guidance for evaluating the interview

Interview rating scale

Behaviourally-based questions

Teamwork

Definition: Working collaboratively with others to achieve organizational goals.
Proactively assists and involves others. More specifically:

- Initiates collaboration with others.
- Assumes additional responsibilities to facilitate the achievement of team goals.
- Seeks input from other team members on matters that affect them.

Interview Question

Can you give an example of a situation when you had to help a team achieve its goals?
Follow-up prompts, if needed:

- What was the situation?
- What were your responsibilities?
- What actions did you take to facilitate the achievement of the team's goals?
- What was the outcome?

Situation

Notes

Action

Rating:

Evidence to Support Rating:

Select a Recruitment Method

Recruitment Agencies:

- Third-party agencies to assist with recruitment

When using agencies:

- agent is reputable and has experience
- provides a contract that clearly specifies deliverables
- understand the fees

Benefits:

- broad pool
- reduces the time

Drawbacks:

- adds to the cost
- provides information to agency
- focus on filling vacancies not high-quality candidates

CAHRC Recruitment Partner

Recruitment Agencies: Third-party agencies to assist with recruitment, in particular the recruitment of temporary foreign workers. Typically, the recruitment agency is paid a fee based on the salary offered to the new employee.



- <http://www.ilcag.ca/>
- **International Labor Centre & Immigration Recruitment Services of Canada Inc. (iLCAg)**
- **15 years, 30 countries, 1200 qualified applicants**
- Jeremy Welter
- Cell: 306-494-7866
- Jeremy.welter@ilcag.ca

**Step 5:
Review job applications**

Review Job Applications

**Review the job applications and resumes
Determine which applicants meet the minimum requirements**

Evaluating the Results:

1. Monitor the incoming applications.
2. Assess the quality/amount of applications received in response to the job posted.
3. Re-evaluate recruiting approach as needed to find the appropriate applicants.
4. Select applicants to advance to the selection stage.

Compliant with Canadian Laws and Regulations

- Assess only qualifications, skills and other characteristics
- Apply equally and consistently



Photo Credit: Lydia Schouten

Select a Recruitment Method

Key Points to Consider:

- Can be a slow process
- Start advertising at least several months prior
- Candidates need to see it
- Potential candidates include:
 - Local high school graduates
 - Graduates
 - Canada Employment Centers
 - Foreign workers/students
 - Online job seekers
 - Retired persons

Programming & Resources

There are resources available to help recruit temporary foreign workers.

1. Temporary Foreign Worker Program (TFWP)

- Main program (not Ag Stream or SAWP)
- Administered by Employment and Social Development Canada and Service Canada
- Seasonal needs

<https://www.canada.ca/en/employment-social-development/services/foreign-workers/hire/agricultural/agricultural/apply.html>

Programming & Resources

There are resources available to help recruit temporary foreign workers.

International Experience Canada (IEC) Program

- Connecting agricultural Students and farmers
- Administered by Immigration, Refugees and Citizenship Canada
- Seasonal Needs

<http://www.cic.gc.ca/english/work/iec/index.asp>



Programming

There are resources available to help recruit temporary foreign workers.

Alberta Provincial Nominee Program

- Administered by Alberta Government, provincial immigration stream
- Permanent/full time occupations
- <http://www.albertacanada.com/opportunity/programs-and-forms/ainp.aspx>

COLLABORATIVE RESEARCH



www.cahrc-ccrha.ca



DID YOU KNOW?



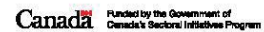
Photo: Courtesy of Vicki Dutton, Sask Pulse

CANADIAN AGRICULTURE PRODUCTIVITY

Output per worker increased 45%
from 2004-2014 making Agriculture
the **Star** Productivity Performer
of the Canadian economy.

@CdnAgHRCouncil
www.cahrc-cchrha.ca

Source: Canadian Agricultural Human Resource Council, Conference Board of Canada, Statistics Canada



Workforce Action Plan Fact Sheets



UNIQUE SEASONAL CHALLENGES

HIRING CANADIAN WORKERS: AN INDUSTRY'S FIRST PRIORITY

The grains and oilseed industry recruits and hires Canadian workers first, however, there are unique workforce challenges:

- Grain growing and processing are located in rural areas;
- These are seasonal jobs that will never create permanent employment;
- Work is highly technical involving specialized skills;
- Critical, time sensitive nature of the work.



CANOLA FARMERS AG WORKER SHORTAGE: WHAT THIS MEANS



PRODUCERS

Grain and oilseed farmers face a seasonally intensive workload that includes handling of live plants. Growing crops requires hard work and dedication involving significant risk for today's farmers. There are 43,000 Canadian canola farmers who grow 20 M acres of canola, mostly in the western provinces of Alberta, Saskatchewan and Manitoba which generates one quarter of all farm cash receipts. Canola acreage continues to increase because of the profitability and resilience of the crop. Worker shortages for producers has been identified as a top risk issue by Farm Credit Canada as farmers encounter unique workforce issues making it difficult to find workers to drive their equipment for seeding and harvest. These issues include:

- >Seasonality: Due to the short Canadian growing season, crop farming of canola and other crops cannot offer the long-term permanent jobs most Canadians are seeking. Because of the seasonal nature of farming which is also weather dependent, it means very long days and hard work until the farmer finishes seeding or harvesting. Delays in seeding and harvesting can be devastating to a farmer's annual income. Access to seasonal workers with unique and special skills is not an option.
- >Skills: To buy a tractor today a farmer needs to make an investment of over half a million dollars. Driving today's tractors and combines is similar to stepping into a cockpit of an airplane. GPS and other innovative technology and computer systems help ensure sustainable crop practices but it also means equipment operators need to have a high level of technological skill. There is significant on the job training involved in training workers to drive tractors, combines and grain trucks and it is also critical to include training regarding field locations which are located over vast distances in rural regions that do not have road signs. Without uniquely skilled seasonal agriculture workers there is a significant safety risk and there is also the risk that the wrong field could receive the wrong crop input application which would be devastating to a farmer's annual income. Access to seasonal workers with unique and special skills is not an option.

CANADA + OIL = CANOLA

Canadian-grown canola contributes \$19.3 billion to the Canadian economy each year, including more than 249,000 Canadian jobs and \$12.5 billion in wages. Canola oil and canola derived products are consumed by Canadian consumers and exported around the world. Demand for canola continues to grow as the world learns more about its advantages for human health and as a source of high-quality feed and biofuel feedstock.

Canada's canola processing industry transforms harvested seeds into oil and meal, which are then manufactured into a wide variety of products. Canada's 14 crushing and refining plants have the capacity to crush about 10 million tonnes of canola seed, and produce about 3 million tonnes of canola oil and 4 million tonnes of canola meal annually. The main canola products are oil for human consumption and meal for livestock feed. Canadian biofuel and bioproducts are another value-added Canadian innovation.

Canola Exports: Canola exports 90% of its canola seed, oil or meal to over 50 markets around the world, bringing billions of dollars to the Canadian economy. The biggest buyer of canola oil and meal is the United States, accounting for 62% of oil exports and 96% of meal exports. The most important destinations for seed in 2015 were China, Japan, Mexico, Pakistan and the U.S. (8.3 million MT). The industry anticipates significant production and export growth from the new trade opportunities. To achieve this, more agricultural workers will be needed.

CANADIAN ECONOMY & EXPORTS

- Currently 1 in 8 Canadian jobs are from Canada's Ag & Agri-Food sector. The Ag industry employs 2.3 M Canadians, representing \$108.2 B and over 6% GDP. Canada is the 5th largest exporter of Ag & Agri-Food products.
- Agriculture & Agri-Food worker shortage contributes to:
 - Less Canadian product availability;
 - Higher food prices for Canadian consumers;
 - Lost wages & jobs for Canadian workers;
 - Lost export opportunities and farm gate returns;
 - Following out & economically suffocating rural communities across Canada;
 - Rate returns putting agri-business at risk; and
 - Export leader.

Ag Worker Shortage What This Means

Labour Task Force Canadian Ag & Agri-Food Workforce Action Plan A Future for Farmers & Food Production

Canada's Agriculture and Agri-Food Sector
 Employs 2.3 M Cdn 6.6 % of GDP
 \$108.2 B GDP \$58.4 B in exports - 5th largest

Agri-Workforce
 - Live cattle and hogs shipped out of Canada to US for processing
 - Losing value added advantage

Agri-Food Worker Shortage
 - Over 1,000 jobs unfilled
 - Operating at 70% capacity due to shortage
 - Unable to meet domestic consumer demand

Ag & Agri-Food Worker Shortages
 - Lost wages & jobs for Canadian workers
 - Lost export opportunities and farm gate returns
 - Following out & economically suffocating rural communities

What worker shortages mean:
 - Less Canadian product availability
 - Higher food prices for Canadian consumers

SEASONAL JOBS FACT SHEET
 CANADIAN AGRICULTURE & AGRI-FOOD WORKFORCE ACTION PLAN
 LABOUR TASK FORCE HIRING

PERMANENT JOBS FACT SHEET
 CANADIAN AGRICULTURE & AGRI-FOOD WORKFORCE ACTION PLAN
 LABOUR TASK FORCE HIRING

LABOUR TASK FORCE HIRING

The agriculture industry is full of high quality careers with competitive wages and benefits. The industry also offers many lifestyle benefits and flexibility not available in other industries. Agricultural workers are seasonal and many jobs must take place in order to be safe and sustainable. Canadian-raised food for grocery shelves here in Canada and abroad.

Permanent Jobs which include intensive work handling live plants and animals. These jobs provide safe and sustainable, Canadian-raised food for grocery shelves here in Canada and abroad.

Permanent Agriculture Jobs: Beef/Feedlots and cow/calf, Pork/Pig Farms, Grain/ Large Grain and Oilseed Farms, Sheep feedlots, Horticulture/Greenhouses & Mushroom farms, Seafood/Aquaculture operations.

Permanent Primary Processing Jobs: Many primary processing jobs are permanent such as Meat Processing for Beef, Pork and Sheep. Because this involves the handling of live plants and animals, for processing activities that provide permanent employment includes Horticulture/ Mushroom Farm and Fruit and Vegetable Processing, Grain, Oilseed, and Pulse Handling and Processing, Seed Breeding, Handling and Processing, Seafood/Aquaculture Processing.

Permanent Solutions: agricultural employers spend significant time and effort to recruit and retain Canadian workers, but there are critical labour shortages. When Canadians cannot be found in order to avoid spoilage of food and to ensure industry sustainability, streamlined processes including a clear **Pathway to Permanence** are needed for permanent agricultural employers and their workers such as beef and sheep feedlots, hog farms and accommodation for their primary processing requirements.

Create a dedicated Canadian Agriculture and Agri-Food Workforce Program to provide consistent and efficient access to international agriculture workers to support the industry's productivity, growth and future success:

1. Seasonal Agriculture Worker Program (No Changes) -> Seasonal Jobs only
2. Canadian Agriculture Worker Program -> Permanent Jobs
3. Canadian Agri-Food Worker Program -> Permanent Jobs, some seasonal requirements

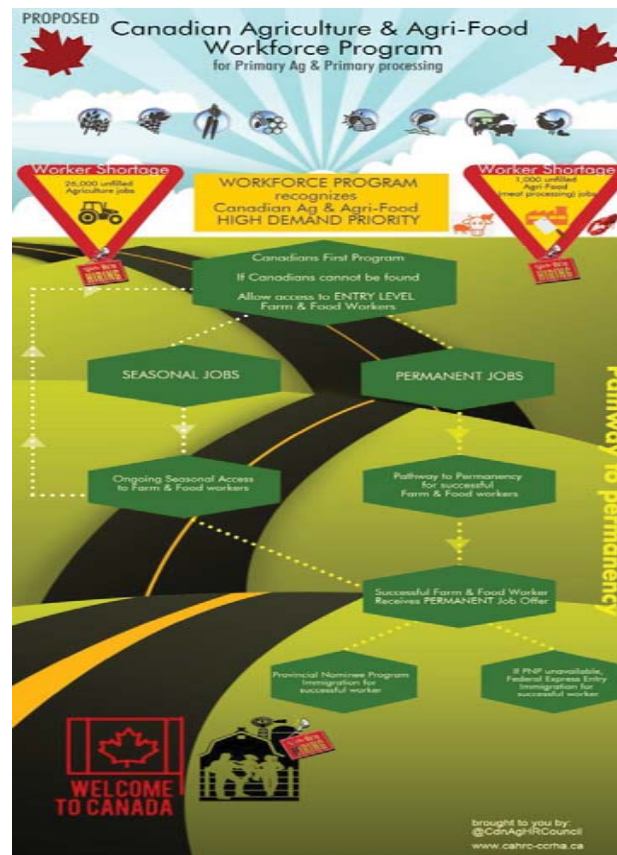
Agri-Food Primary Processors: Require specific solutions based on regional Labour Market needs. Adjust 30-20-10 maximum cap;

Pathway to Permanence: Successful Agriculture and Agri-Food Temporary Foreign Workers who work for employers that offer permanent employment, should be provided with a streamlined Pathway to Permanence through the Federal Express Entry or some other Program;

Create a Centre of Specialization (single office): For the Agricultural Stream and the agri-food industry to ensure knowledge about agriculture's unique demands, timely Labour Market Impact Assessment and work permit processing and consistent treatment of these applications similar to Centres of Specialization that have been created for University Medical Doctors/Specialists, and Registered Nurses.

Support implementation of long-term elements of Canadian Agriculture and Agri-Food Workforce Program: To ensure the chronic agriculture worker shortages and to allow the industry to better engage with Canadian workers. To address the chronic agriculture worker shortages and to allow the industry to better engage with Canadian workers. To ensure the chronic agriculture worker shortages and to allow the industry to better engage with Canadian workers.

Ag & Agri-Food Workforce Program





AgriHR Toolkit

Employer Tools

- Modules for each HR area
- Step by Step Instructions
- Reference Material
- Customizable Templates (Employee Handbook, ...)

“How do I attract the skilled workers I need?”
“What’s the best way to discipline an employee?” “How do I protect myself from lawsuits, grievances, and liability claims?” “How do I improve workplace morale?” “How do I know whether I have the right mix of people to help me achieve my business goals?” “How do I choose the right person to take over from me?”
“How do I determine the right rate of pay?”

GET THE GUIDANCE YOU NEED TO MANAGE YOUR STAFF.

Accessing the CAHRC Toolkit

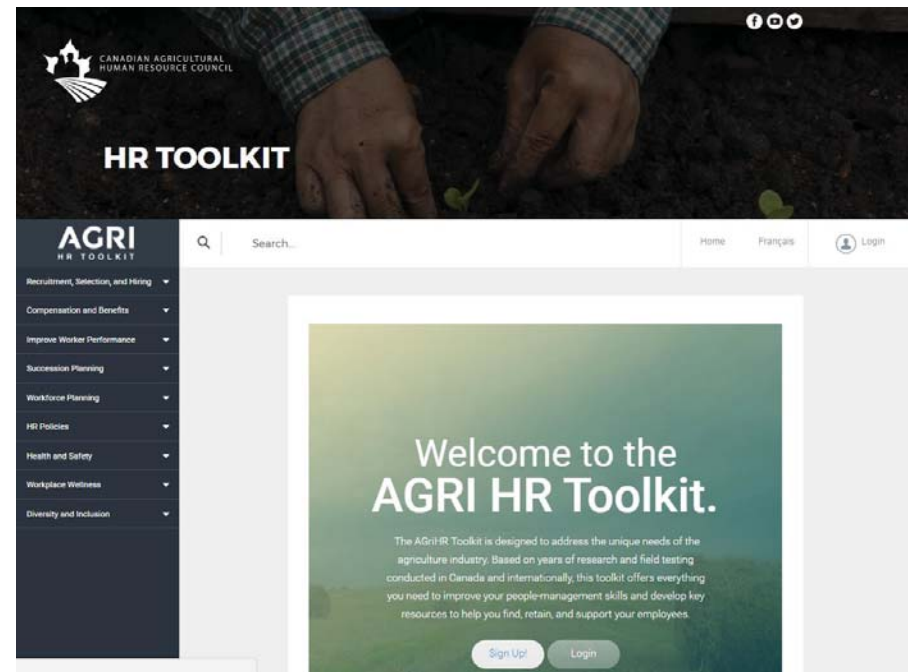
Visit: <https://hrtoolkit.cahrc-ccrha.ca/>

Sign-up and use COUPON CODE:

ACPCWEBINAR2017

This coupon will provide access to the CAHRC Toolkit for **4 months**.

Remember, this coupon will **expire April 30**.



Review: Recruitment

Step 1: Develop a job description

Develop a job description that outlines the key tasks, duties, and responsibilities.

Step 2: Develop selection criteria

Determine what knowledge, skill, abilities, qualifications, and experience you will be looking for.

Step 3: Create a job advertisement

Develop an advertisement that provides detail about the job and the requirements.

Step 4: Choose a recruitment method

Decide where and how you will be connecting with potential employees.

Step 5: Review the applications

Review job applications and resumes generated by your recruitment efforts and determine which applicants meet the minimum requirements.

Webinar 1: The Importance of Recruitment

Webinar 2: The Selection Process

Webinar 3: The Hiring Process



Questions & Answers



Thank You





CANADIAN AGRICULTURAL
HUMAN RESOURCE COUNCIL

Growing the AgriWorkforce



RESEARCH

PARTNERSHIPS

TRAINING

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COLLABORATION

CONSULTING

Partnership Advantages for Associations
to deliver greater member value: HR & Training Solutions

www.cahrc-ccrha.ca