

Blue Mentorship and Leadership Pathways

Toolkit #1: Recruitment



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About ECO Canada

From job creation and wage funding to training and labour market research, we champion the end-to-end career of environmental professionals. At ECO Canada, we act as the steward for the Canadian environmental workforce across all industries. From job creation and wage funding to training and labour market research, we champion the end-to-end career of all environmental professionals.

We aim to promote and drive responsible, sustainable economic growth while ensuring that environmental best practices remain a priority. We challenge the status quo by existing outside the typical activist mentality. We work alongside government, policymakers, academia, students, employers, professionals, industry, and international audiences to ensure we support Canada as a global leader in innovative workforce solutions and job creation. We remain the go-to source in the environmental labour market; our research provides unmatched statistics and analysis on the economic and labour trends that identify workforce gaps within industries.

Our Mission

To ensure an adequate supply of people with the demonstrated skills and knowledge required to meet the environmental human resource needs of the public and private sectors.

Our Vision

To build the world's leading environmental workforce.

Toolkit Introduction

Canada has the longest coastline in the world and the 4th largest ocean territory. Its lakes and rivers make up a fifth of the world's surface freshwater. These natural, aquatic resources are the backbone of many Canadian communities and provincial territories. In particular:

- Canada's coastal population living within ten kilometres from the coast was 4.6 million in 2016.
- Marine sectors are integral to Canada's economy. The contribution of marine sectors was particularly high in Newfoundland and Labrador (employment: 16.8%, GDP: 30.0%), Nova Scotia (employment: 13.3% and GDP: 13.5%), and Prince Edward Island (employment: 9.3%, GDP: 10.3%).
- The private sector was the main driver of the marine economy in 2018, accounting for 79.6% of total employment and 83.1% of total GDP contribution (Statistics Canada, 2021).

As acknowledged in *Blue Occupation Pathways: From Vulnerable Jobs to Rapid-Growth Careers*, many of the roles in Canada's blue economy are also in demand across several other Canadian industries (ECO Canada, 2022: 6). The competition for talent is tight. Recruiting the right people for an organization is critical. It can cost many times the employee's salary to replace them. This includes lost productivity, retraining and orientation and the time and effort it takes to recruit a replacement.

A strong recruitment process ensures that the right candidates apply for the right roles and that they are properly assessed and vetted before being offered the role. Employees can be recruited from within the organization or outside of the organization depending on the skills that are needed. There is no one-size-fits-all approach to recruiting. If employers only need employees for a specific period, they may choose to employ them through a temporary agency. They may need senior-level talent for a specific role, in which case an executive search firm may take the lead on finding a candidate through their network.

Interviewing is an important step in the recruitment process. Preparation for interviews is key to ensure that the limited time spent with candidates helps to effectively inform decision-making. Depending on the role and the organization's culture, interviews may be structured in different ways.

Recruiting needs fluctuate depending on changes in the employers' needs, as well as the supply and demand for that skill in the marketplace. Statistics on turnover can help to predict current and future needs. While it is not an exact science, data and management information is increasingly helpful in predicting recruitment needs that allow companies to plan. Economic principles of supply and demand help predict recruitment needs.

Recruitment continues to evolve and change. Increasingly, companies are using social media as a recruitment tool to complement standard methods. Social media may extend an organization's reach beyond traditional recruitment fairs that are date and location specific. Depending on recruitment needs, social media may offer more targeted recruitment as well.

Toolkit Learning Objectives

- Describe the steps involved in the recruitment process.
- Articulate different types of interviews and their purpose.
- Explain how recruitment data is useful in predicting recruitment needs.
- Assess the use of social media as a tool in recruitment.

Recruitment Defined and the Recruitment Process

Learning objective 1: Describe the steps involved in the recruitment process.

Defined

Recruitment is defined as the act of attracting qualified people to an organization. When people apply for a role or are referred through their network, they are referred to as **candidates**.

The end-to-end recruitment process begins with drafting a clear and effective job posting and ends with a successful candidate being offered a role. It is important to be clear about recruitment needs. As businesses are constantly in flux, managers should think about what their needs will be in the future, not necessarily what they were in the past. When recruiting for a role, there are usually six distinct steps:

1. *Determine what recruitment needs are:* Managers should think about what skillsets will be required for the role in the future.
2. *Post and advertise the role:* This could be on internal or external job boards, via social media, or through networks or specialized recruitment methods.
3. *Screen and shortlist candidates:* Review all candidates that have applied and determine who should be interviewed.
4. *Interview candidates.*
5. *Check references.*
6. *Offer the role to a preferred candidate.*

Verifying a candidate's references may provide additional information on how the candidate performed in a role. Reference checks can be automated through online tools or may involve a phone call to a previous manager to get some first-hand feedback on the individual's performance. Typically, in organizations where they are hiring large groups at a time, reference checks are automated, but in more specialized roles requiring complex skills or capabilities, references may take this additional in-person step.

The final step in recruitment is offering an employee the role. This may first be done verbally but should be followed up with a letter stating specifics such as start date, salary, benefits, vacation, location of work, and any other pertinent information.

In Canada's complex Blue Economy that continues to evolve, it is important to consider candidates with transferable skills. As managers hire roles to fulfill future work, the candidates that worked in the past may not be the ideal candidates for the future. As jobs are changing rapidly, managers should consider looking at broad skill sets and writing job descriptions with the goal of attracting as many applicants as possible.

Tips for Writing Inclusive Job Descriptions/Postings

- Articulate the role as realistically as possible. It may be useful to ask someone in the role to review the job posting. Be clear about special job requirements, such as travel or non-traditional work hours.
- Use clear, concise language that external candidates will understand. Avoid using internal language or jargon that is unfamiliar to external candidates.

- Ensure that “required qualifications” are bona fide requirements, such as licenses or professional designations.
- List nice-to-haves as “preferred qualifications.” This will ensure that potential candidates who meet some—but not all—of the requirements are not dissuaded from applying.

SAMPLE JOB DESCRIPTION

Recommend including salary range for optimal candidate attraction.

Job Title: Fisheries Biologist

Start Date: ASAP

Wage: \$47,000 - \$59,000 annually

Reports to: Biologist Manager

The successful applicant should be comfortable working in a fast-paced and dynamic environment. We also offer a 35-hour work week.

KEY FUNCTIONS:

The Fisheries Biologist will provide coordination, planning, program development, reporting, technical support and advice to fisheries staff. Activities include:

- * Working with colleagues on a variety of science and tech projects.
- * Liaising with fisheries organizations
- * Maintaining professional and technical knowledge by attending educational workshops, reviewing professional publications, and establishing professional networks;
- * Preparing technical discussion papers, briefing notes and project reports;
- * Facilitating technical sessions and assisting with relevant event planning, and
- * Developing funding proposals to sustain and support biological and technical initiatives

Keep educational requirement as broad as possible.

PREFERRED* SKILLS AND KNOWLEDGE REQUIRED:

- * A related degree or diploma in a natural resources related field with previous fisheries experience;
- * Knowledge of Federal and Provincial management of fisheries and aquatic resources;
- * Working with consultants, government agencies and non-governmental organizations;
- * Ability to manage and prioritize workloads involving multiple tasks and changing priorities;
- * Excellent verbal and written communication skills and proven ability to establish rapport with people of all educational and occupational backgrounds;
- * Proficient in MS Office programming, experience with statistical software

**Applicants who may have some (but not all) of the above requirements, are encouraged to apply.*

Recruitment models may differ by each organization. Depending on the size and complexity of an organization, recruitment may be managed internally (through an HR department or the direct hiring manager) or an organization may outsource it to an employment agency or search firm. If organizations hire frequently, outsourcing recruitment may help to scale these services. Organizations seeking very specific, specialized skills—such as an engineer with experience in the oil and gas industry—may choose to retain an executive search firm with a large network in that area.

Sometimes, a business may need to hire temporarily for a defined period. An agency can provide on-demand temporary staffing. Typically, the business pays the agency and the agency in turn pays the employee. The agency may take a pre-determined rate of the employee's pay as compensation for sourcing the employee and/or a fee if that employee is placed in a full-time role at the company.

Following a defined recruitment process ensures that the pool of candidates is wide and that they are properly screened and vetted before being hired.

Embedding Equity, Diversity and Inclusion in Recruitment Processes

Over the last few years, companies are increasingly concerned with identifying and disrupting bias in their hiring practices. A study conducted by Ryerson University argued that candidates with “ethnic-sounding” names were less likely to be called in for interviews. Ryerson professor, Dr. Rupa Banerjee called this an “implicit bias” in hiring. This bias was particularly evident in smaller companies (Banerjee, 2017). Some leading Canadian companies are now considering removing names from resumes to eliminate bias.

Some other ways to mitigate bias include:

- Review job requirements carefully. Using phrases such as “must have ten years of experience” or “minimum bachelor’s degree in science” may not actually be bona fide job requirements. List “preferred requirements” where possible so as not to deter as many applicants.
- Ensuring that recruitment decisions focus on candidates’ skills and abilities.
- Making promotion decisions around candidates’ accomplishments and clearly articulating the criteria that is being used for promotions to candidates themselves.
- Challenge important talent decisions that are made by one person or several people with similar diversity dimensions. Panel interviews can help provide multiple perspectives.
- Don’t get trapped by the concept of “fit.” Companies are often looking for people to fit in but that may indicate that only a homogeneous group can be successful in that organization. Instead, focus on bringing new perspectives to a team that can complement existing skill sets.

Practice 1

After reviewing the content above, consider the following questions....

1. Adrian runs a small geomatics firm. He was just awarded a major project and needs two analysts to start next week. The project is scheduled to be completed in two months. Given the short time period and specific skillset he needs, what recruitment method would you recommend he use?
 - a. using a temporary agency
 - b. internal recruitment
 - c. calling an executive search firm
 - d. posting a job ad in the newspaper
2. ABC Company is a relatively new start-up. They specialize in pollution testing. They need to hire a full-time Chief Technology Officer (CTO) with experience in growing companies from the ground up. What recruitment method makes the most sense for them?
 - a. using an executive search firm
 - b. looking internally
 - c. posting on Twitter
 - d. using a temporary agency
3. Jagmeet runs an environmental tech firm. He needs a new assistant and has two strong candidates. He has interviewed both. What would be the next logical step in the recruitment process?
 - a. pre-screening
 - b. reviewing resumes
 - c. drafting an offer letter
 - d. checking references
4. All of the following are reasons to check a candidate's references, except:
 - a. References provide a view of the candidate's past performance.
 - b. References can confirm information from the candidate's resume.
 - c. A positive reference guarantees positive performance in the new role.
 - d. A reference can provide some indication of a candidate's skills and capabilities.
5. To ensure that the right external candidates apply for the role, a job posting should include all of the following, except:
 - a. required qualifications
 - b. preferred qualifications
 - c. a clear description of the role
 - d. language and jargon that is specific to the organization.

Interviewing

Learning objective 2: Articulate different types of interviews and their purpose

While all steps in the recruitment process are significant, interviewing is critical. Interviews provide a limited amount of time for the hiring manager to get to know the candidate and for the candidate to learn about the company. Structuring the interview properly will help ensure that the right candidate is found.

Often candidates need to move through multiple interviews before a decision can be made. An early-stage, or **pre-screening interview**, is used to screen candidates. These are usually conducted by HR or a recruitment agency. Usually, candidates will be asked a pre-set list of questions to gauge their skill level. The objective is to determine if candidates meet the job requirements; those that do will move to the next set of interviews. Screening interviews may be conducted on the phone or virtually. If this is the case, interviewees should make sure they take the meeting in a quiet place that is free from interruption.

Interviews can be one-on-one with a candidate and the hiring manager who is deciding to move forward (or not) with the candidate. Often companies use **panel interviews** where more than one individual at the company has a chance to meet the candidates and provide their perspectives. While a hiring manager may be the ultimate decision-maker, it may be useful for a candidate to meet with peers or team members who are currently performing the role. This allows them to ask candid questions and assess what the job is like from the perspective of those who are doing it.

Increasingly, companies are sending interview questions in advance as a way of helping candidates to prepare – particularly in areas where demand for skills outpaces the skills available. From an inclusion perspective, this also helps to create a more equitable process for neurodiverse candidates. As well, for candidates who may not be native English speakers, having time to prepare may be useful.

Select interview questions carefully to ensure that they are accurately assessing the skills required to perform the role. Situational questions and **behaviour-focused interview** questions can provide insight. For example, if a company was recruiting for a project leader whose role involved close collaboration with many parts of the company, relevant questions might include:

- “Tell me about your role on a project that you led. How did you show initiative?”
- “Provide an example of a time when you were faced with an obstacle at work, and what you did to overcome that obstacle?”

It is important to make the candidates feel welcome and comfortable in an interview. Interviews should feel like a conversation – not an interrogation (Farrell, 2022). Interviewing is a skillset, and some candidates may be more confident expressing their skills and abilities than others. When conducting interviews, ensure sure the questions are clear and that managers ask follow-up questions to ensure that the answers are complete.

In addition to interviews, companies may choose to test candidates on specific skills required for the job. If a role requires fluency in a certain software program, a candidate could be asked to show their skills on a timed assignment. If soft skills are required, such as problem-solving, candidates may do a case-based interview where they are presented with a problem and have to come up with solutions within a defined period. For example, if the role requires problem-solving related to a specific environmental issue, a short case study may help to assess those skills.

Practice 2

After reviewing the content above, consider the following questions....

1. Andrea is a vice president of human resources at an environmental auditing firm. She is hiring an HR generalist to support a large, specialized, and complex engineering team. The role will report to Andrea but will work closely with the team. In fact, the incumbent will have an office on the same floor as the engineers. Andrea invites Kacy, who is a team leader from that group, to participate in the interviews, as well as Tom, who is also an HR generalist but supports another line of business. This type of interview is a
 - a. pre-screening interview.
 - b. panel interview.
 - c. case-based interview.
 - d. one-on-one interview.
2. Vera runs a sales team in the marine sector. Although she has worked in the business for some time, she has never held the role of a sales associate, which is the role that she is hiring for. She has experienced some turnover in this role and wants to select a candidate who can grow with the role. Aside from speaking with Vera, who would be the most appropriate person for the candidate to meet with?
 - a. a peer of Vera's
 - b. another sales associate on her team
 - c. a member of the finance team
 - d. a member of the supply chain team
3. Michael is hiring for a water transportation crew. He received over 200 applicants in response to a posting. Andrew in HR will be conducting phone interviews with a shortlist of 20 candidates. What will be the likely next step following the interview?
 - a. Andrew will provide an offer to the best candidate.
 - b. Andrew will check the references of the 20 candidates.
 - c. Andrew will provide a list of 30 candidates for Michael to interview.
 - d. Andrew will provide a shortlist of eight candidates for Michael to interview.
4. Imran is hiring an associate at his metallurgical engineering firm. The role involves creativity, problem-solving, and working with clients. He wants to know how the candidates analyze a realistic client problem. What would be an appropriate interview component?
 - a. asking candidates to complete a case based on a fictitious client.
 - b. asking candidates to complete a case involving developing code.
 - c. asking candidates to develop a fundraising plan for a not-for-profit.
 - d. asking candidates to develop an outline of a compensation strategy.
5. Colin is hiring a data analyst that is required to analyze spreadsheets and provide recommendations. Which is the most appropriate question to ask when interviewing candidates?
 - a. "Tell me about a time when you led a team."
 - b. "Describe your customer service skills."
 - c. "Provide an example of a budget you built and what it was used for."

- d. “Describe as analysis you completed and what steps you took to review and analyze the data.”

Determining Recruitment Needs: Looking at Data

Learning Objective 3: Explain how recruitment data is useful in predicting recruitment needs (HR Planning)

In today’s economy, the required skills are likely more in demand than supply. In the Blue Economy sector which is relatively new and evolving, this challenge is likely to be exacerbated. How can companies anticipate their recruitment needs? Although an imperfect science, typically organizations use economic concepts of supply and demand to forecast and plan for recruitment. In the case of recruiting, supply refers to people with the desired skillset needed to be successful on the job. Demand refers to the number of people who are needed with those skills.

For example, an organization may require employees with expertise in artificial intelligence, but the demand for this skill—because it is relatively new and emerging—is likely to be high, leading to a **skill shortage**. If that’s the case, the employer needs to be creative in recruiting those employees to their organization through an attractive compensation program and the prospect of significant career development. Conversely, other skill sets may be redundant in the market leading to a situation where the supply is high, but demand is low, leading to a **skill surplus**.

In addition to supply and demand outside of an organization, companies grow their talent pools organically and through transfers and **promotions**. A **lateral move** could provide an employee with an opportunity to learn another area of the business at the same level. An example of this is a marketing manager who accepts a lateral move to manage a public relations team. Frequently, internal employees are promoted to more senior roles too. An example of this is a marketing manager being promoted to vice president of the same department, leading their former team in addition to a larger portfolio. Lateral moves and promotions are usually considered to be positive turnover as they are examples of employees growing and developing within the organization.

As technology improves and becomes more pervasive, companies develop clearer insight into important metrics like turnover. **Voluntary turnover** is usually initiated by the employee who leaves an organization for a new opportunity elsewhere. Sometimes this is referred to as avoidable or regrettable turnover because it leaves an unexpected gap in the organization. Conversely, **involuntary turnover** is initiated by the employer, perhaps due to a performance-related issue or a reorganization within the company.

The following chart would help a leader to estimate recruitment needs:

Table 7.1: Sample Quarterly Turnover Statistics of Hydrogeologists at ABC Corporation

| | Q1 | Q2 | Q3 |
|-----------------------------|----|----|----|
| <i>Involuntary turnover</i> | 8 | 6 | 4 |
| <i>Voluntary turnover</i> | 15 | 11 | 15 |
| <i>Open positions</i> | 23 | 17 | 19 |

Based on historical trends, the leader can predict that they will need to hire 19 to 23 hydrogeologists in Q4. In addition, if the business expects to have a busy quarter, that number might rise as the required complement increases.

While quantitative data is critical, qualitative data adds additional context. It is often useful for HR managers to conduct **exit interviews** or surveys when employees leave an organization. This information helps determine if there are specific management issues that can be fixed to prevent further voluntary turnover. To ensure that employees provide candid feedback, it is important to keep the information confidential and only report it at an aggregate level.

Data can be useful in predicting recruitment needs which can allow businesses to be proactive in planning and executing recruitment strategies.

Practice 3

After reviewing the content above, consider the following questions....

1. Joanne runs a call centre in Fredericton, New Brunswick. She is reviewing her turnover statistics for the last quarter. The data indicates that 8% of her employees left the organization. Using this information, she anticipates that this quarter she may lose ___ of her 50 employees.
 - a. one
 - b. four
 - c. eight
 - d. sixteen

2. Tashieka resigned from her role as a communications consultant for a similar role at a competitor. This is an example of
 - a. a promotion.
 - b. involuntary turnover.
 - c. voluntary turnover.
 - d. a lateral move.

3. James is a manager of human resources who leads a compensation team. He is asked to move into a similar role managing a recruitment team to expand his skillset and leadership capabilities. This is an example of
 - a. a promotion.
 - b. involuntary turnover.
 - c. voluntary turnover.
 - d. a lateral move.

4. ABC Company purchased XYZ company in April. In June, the leadership team decides that there are some redundant roles in the corporate areas. As a result, four employees are terminated with severance packages. This is an example of
 - a. a promotion.
 - b. involuntary turnover.
 - c. voluntary turnover.
 - d. a lateral move.

5. Janet is currently seeking four cloud computing specialists to join her company in Windsor, Ontario. She is having difficulty sourcing applicants. This is likely because:
 - a. demand for cloud computing specialists is low and supply is high.
 - b. this skill is readily available in the external market.
 - c. there are more cloud computing specialists than jobs in Windsor.
 - d. demand for cloud computing specialists is high and supply is low.

Social Media and Recruitment

Learning objective 4 Assess the use of social media as a tool in recruitment.

Ideally, organizations want as many people as possible to apply for a role. By casting a wide net, they ensure that there will be a high volume of applicants for a role. The broader the selection pool, the more likely it is that the right candidate will be in that pool.

In the paper “Engaging on Canada’s Blue Economy Strategy: What We Heard,” participants identified a challenge that roles in the blue economy are not well known and a particular challenge was generating interest from youth in the sector (Engaging on Canada’s Blue Economy Strategy: What We Heard, 2022: 17). Social media may be one engagement strategy.

Most companies regularly post openings on online job boards. Some may even use traditional methods, such as newspaper ads or career fairs. While useful, they attract **active candidates** who are looking for roles. **Passive candidates** are more difficult to source. When there is a supply shortage, sourcing passive candidates is required.

Traditionally a place for social interaction and engagement, social media is increasingly used to communicate employment opportunities and build an employment brand. Recruiting continues to evolve and change with technology. Given the number of tools available, it is difficult to be strategic and determine how social media fits within a wider recruitment strategy. Unlike traditional advertising, a social media strategy can be inexpensive and executed quickly if needed.

Given its broad reach, social media is helpful in increasing an organization’s talent pool. Social media may allow employers to reach potential candidates in remote areas or in very specialized areas. But with so many possible social channels, the challenge is knowing where and how to use the tools to source the best talent. Broadly speaking, employers should consider the demographics of potential candidates. For instance, candidates for a health and fitness company might gravitate toward Instagram. Senior professionals may spend more time on LinkedIn.

In addition, companies need to be mindful of how they position their commitment to diversity and inclusion (Brouer, 2022). Companies need to ensure that if they signal a commitment to diversity and inclusion that they are in fact committed to those principles.

Employers should also consider using their own employees as social media ambassadors. If employees show their passion for their careers, this helps to build credibility for the company as a great place to work. This could be as simple as posting messages about their work, posting links to job postings, and using hashtags to build an online presence for the company.

Social media recruitment should be thought of as a broad strategy that complements other recruitment goals. In the same way that social media can be used to find candidates, it might also be used as a mechanism to filter out candidates. While social media is used as a recruitment tool, companies also use social media as an informal “reference check.” This can mean looking up a candidate’s social media accounts to fact-check resume content against a LinkedIn profile, for example. Unprofessional behaviour on social media may block candidates from jobs. As candidates, it is important to understand that what is public on a profile is easily accessible by a potential employer.

As with most recruitment strategies, there is no one-size-fits-all approach. What might be a best practice for one company might not work for another. Social media recruitment should align with recruitment needs and the company's overall brand.

Practice 4

After reviewing the content above, consider the following questions....

1. A passive candidate is:
 - a. a student who is active on LinkedIn and trying to identify an internship.
 - b. someone who is unemployed and looking to re-enter the job market.
 - c. an individual who is actively seeking a career change.
 - d. someone who is not actively looking for a job.

2. Amal is struggling to recruit geological engineers in British Columbia. As his HR advisor, what strategy would you recommend to help him source passive candidates?
 - a. Connect with a local geological engineer association on social media.
 - b. Pay for an ad with the local accounting association.
 - c. Put up flyers around the neighbourhood.
 - d. Buy an ad in the *Globe and Mail*.

3. Justine leads a team of mechanical engineers for an environmental consulting firm. She has asked you for advice on the benefits of using social media instead of word-of-mouth networking to hire employees. Your advice likely includes all of the following except:
 - a. Social media is inexpensive.
 - b. Social media will enable her to source passive candidates.
 - c. Social media requires constant updating.
 - d. She should employ the same social media tactics as the local café.

4. Henry is overwhelmed by the number of social media platforms. If he only has the time and capacity to be on one or two platforms, what decision-making criteria should he use?
 - a. Select the least expensive option.
 - b. Select the platform used most frequently by the demographics of his employees.
 - c. Select the platform used by his physiotherapist.
 - d. Make an effort to be visible on all platforms.

5. Lauren works for a large environmental auditing firm. She is active on LinkedIn and Twitter and has a number of followers. She posts regularly about her work life, underscoring her passion for the company. Lauren can be thought of as:
 - a. an active job seeker.
 - b. an employee ambassador.
 - c. a detractor.
 - d. a reluctant employee.

Key Terms

Active candidates: People who are searching for a new job.

Behavioural interviews: Behavioural interviewing is a technique used to question job candidates about their past experiences. It's based on the premise that past performance is an excellent predictor of future behaviour. An interview during which situational questions are asked to understand the candidate's past performance.

Candidates: People who apply for a role or are referred to a role through their network.

Exit interviews: Interviews conducted when an employee exits the organization in order to understand their reasons for leaving.

Involuntary turnover: Occurs when an employer initiates a termination.

Lateral move: A change in role that occurs when an employee moves into a role at the same level as their current one.

Panel interviews: An interview during which more than one person interviews a candidate.

Passive candidates: People who are not actively looking for a new job.

Pre-screening interview: Usually the first interview conducted by HR to provide a short list of candidates to a hiring manager.

Promotion: A change in role that occurs when an employee moves to a more senior level.

Skill shortage: A situation that occurs when a specific skill is in high demand but low supply.

Skill surplus: A situation that occurs when a specific skill is in high supply but low demand.

Voluntary turnover: Occurs when an employee leaves a company on their own volition for another opportunity, sometimes referred to as avoidable or regrettable turnover.

Answers to Practices

Section 1: Recruitment

1. a. 2. a; 3. d. 4. c. 5. d.

Section 2: Interviewing

1. b. 2. b. 3. b. 4. a. 5. d.

Section 3: Data

1. b. 2. c. 3. d. 4. b. 5. d.

Section 4: Social Media and Recruitment

1. d. 2. a. 3. d. 4. b. 5. b.

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