

Recruitment Actions Tool

This tool should be used alongside the [Recruitment Strategy Toolkit](#).

All potential actions found within this document can be undertaken by hiring managers and are applicable to both in-scope and out-of-scope positions, unless specified otherwise.

Once you review the identified potential actions and determine which actions you plan to take, add them to your [recruitment strategy](#).

To request additional information, guidance, support or if you are a new hiring manager, contact your [HR Business Partner](#).

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Preparation: Areas to explore as you prepare for the recruitment process.

Potential Actions	Tools/Resources	Reminders and Tips
- Explore the preparation for your recruitment section information. - Complete available learning. - Review recruitment information in the Inclusion Toolkit. - Determine if the position responsibilities have changed. - Determine if a posting is required or are other options available (e.g., temporary assignment of work, non-posted term/non-permanent appointment). - Determine if attracting diverse candidates is a priority for this position and your ministry/division/branch. - Determine if adjustments can be made to the position to make it more accessible for candidates. - Explore relevant information (e.g., turnover, previous posting information). - Consider what is happening within your ministry that could impact on your recruitment. - Explore available posting information for previous recruitments, similar positions or recent postings within your ministry (e.g., job advertisement, competencies, external advertising).	Recruitment Strategy Toolkit - Available Learning: Staffing in the Government of Saskatchewan for Hiring Managers (Virtual) In-Scope Staffing in the Government of Saskatchewan (e-Learning) Out-of-Scope Staffing in the Government of Saskatchewan (e-Learning) Leadership and Management Competencies (e-Learning) Managing the Employee Lifecycle (For MCP 6 to 9) Inclusion Toolkit: Getting Started Attract: Refer to Understanding Biases in the Hiring Process and Initiate Staffing Manager's Self-Reflection sections. - Job Description Guides: SGEU Out-of-Scope Booking Interview Facilities Checklist SGEU Panel Rep Guide for Managers	- Ensure the job description accurately reflects the current position as it may create a barrier to attracting or retaining qualified candidates. - New positions need to be classified before beginning your recruitment. - Timing: - Include time for internal ministry approval process. - Build in time between the closing date and screening date to allow yourself time to review the staffing competition report to prepare for the screening meeting. - If you are not familiar with the staffing competition report, review the guide. - For assistance navigating Taleo, please refer to these instructions. - If you are not familiar with the panel rep role, review the manager's guide. - If you are not familiar with the available alternatives to posting options, contact your HR Business Partner (e.g., temporary assignment of work, non-posted term/non-permanent appointment).

• Determine ministry panel members for interviews. ○ Consider the diversity and recruitment experience of your panel members. ○ Review role of SGEU panel rep in guide. • Determine target timelines (posting, screening, interviewing, starting dates). ○ Ensure the availability of panel members. • Provide the required notice to the union (PS/GE Article 6.4.2.6 and CUPE Article 8.02). • Book boardrooms for interviews (if applicable). • Determine preferred work location and alternate work locations (if applicable) for this position. • Consider office space limitations (e.g., confidentiality, accessibility limitations). • Determine whether alternate work arrangements will be considered (e.g., remote work, hybrid work). • Consider the accessibility plan actions and Accessibility Legislation. • Explore position or location specific considerations and options to proactively mitigate potential impacts (e.g., availability of lodging, transportation to work location).		
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Candidate Outreach: Build and use networks to identify potential qualified candidates.

Potential Actions	Tools/Resources	Reminders and Tips
• Reach out to known internal and external candidates and invite them to apply (e.g., current term/non-permanent employees, previous employees, students, previously interviewed candidates). • Expand your personal and professional networks. • Regularly attend career fairs and industry specific networking events to connect with potential candidates and promote the position and your ministry. • Develop targeted marketing materials for career fairs and other events (e.g., handouts, videos, testimonials). • Develop and maintain relationships with relevant educational institutions. • Organize presentations at relevant educational institutions to build relationships and create awareness with potential candidates. • Create co-operative education opportunities with post-secondary institutions to develop relationships with students and create a talent pool for future opportunities. • Stay connected with previous employees (e.g., students, term/non-permanent employees). • Explore applicable LinkedIn Talent Pools.	• Staffing Process Roadmap • Attending Career Fairs • Inclusion Toolkit - Attract: ○ Refer to the Networking with Diverse Employees section ○ Talent Sources for Diversity Candidates • LinkedIn Talent Pools	• When sharing a job posting with others, follow the instructions included in the “important notice” section of Taleo to get the correct link. • Reach out to your ministry’s Communications Branch to ensure marketing materials meet ministry requirements and GoS visual identity. • Contact your HR Business Partner to explore possible candidates from similar postings with PSC’s Talent Branch. • Staying connected to previous employees is a great way to identify potential candidates for current and future opportunities.

Advertising: Determine job advertisement content and where to advertise to maximize exposure.

Potential Actions	Tools/Resources	Reminders and Tips
Advertising (where to advertise) • Determine your target audience (internal, external, or both). • Consider advertising for longer than the minimum posting requirements to allow target candidates to see and apply for the position. • Consider timing and external events that could impact qualified candidates seeing and applying for the position (e.g., convocation cycles, peak vacation period, competitor recruitment cycles). • Explore available posting information for similar positions or recent postings within your ministry (e.g., job advertisement, competencies, external advertising). • Advertise more broadly (i.e., networks, job boards, referrals, peer recruitment, social media) ○ Consider rotating or expanding your go-to advertising channels to reach candidates who may not see traditional postings. ○ Consider where qualified candidates will be looking. ○ Use paid and free advertising options.	• Staffing Process Roadmap • Initiate Staffing • Advertising Tools: ○ Recruitment and Advertising Guide ○ Examples of Frequently Used External Advertising Media: Refer to the Post-Secondary Institutions and Professional Associations sections. ○ Inclusion Toolkit - Attract: Refer to the Advertising and Diversity Posting Options sections. • Workplace Diversity • LinkedIn Talent Pools	• The job description and competency profile information can be helpful to reference when drafting a job advertisement. • Timing: ○ Include time for internal ministry approval process. ○ Build in time between the closing date and screening date to allow yourself time to prepare for the screening meeting. ○ SGEU postings: The closing, screening and assessment dates, locations and times fields in Taleo are important to include at the time of posting, as the union uses this information to assign a panel representative to attend the screening and assessment meetings (Article 6.4.2.6). ○ CUPE postings: Information automatically sent to the union, by the system, in accordance with Article 8.02.

• Networks and Job Boards: ○ Advertise with relevant educational institutions your current employees attended. ○ Share posting with your relevant personal and professional networks. ○ Reach out to underrepresented communities or organizations that support equity groups to explore possible candidates. ○ Advertise on relevant job boards (e.g., relevant educational institutions, Regina Open Door Society, Aboriginal job board, Indigenous link). • Referral and Peer Recruitment: ○ Promote the posting internally and encourage ministry employees to share with their networks. ○ Reach out to potential candidate referrals from similar postings. • Social Media: ○ Advertise on available ministry websites and social media platforms. ○ Share opportunities on your personal LinkedIn page and ask employees/colleagues to do the same. ○ Explore available LinkedIn Talent Pools (information sessions).		• External Advertising: ○ To explore available external advertising and/or costs for external advertising, please email PSC.CareersAdvertising@gov.sk.ca. ○ Explore the post-secondary institution your current employees attended. ○ Reach out to your ministry's Communications Branch to explore what social media options are available. ○ If the position title does not align with industry standards, explore using a different title for recruitment purposes. • When sharing a job posting with others, follow the instructions included in the "important notice" section of Taleo to get the correct link.
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Job Advertisement (what to include) • Layout and Wording: ○ Ensure it is easy to read and appeals to your target audience. ○ Ensure all candidates (internal and external) will understand the information. ○ Ensure the language is inclusive, engaging and clear. ○ Remove references to Government of Saskatchewan and/or ministry terms that candidates may not be familiar with (e.g., acronyms, internal jargon). ○ Incorporate the four key job advertisement sections (About Us, The Opportunity, Ideal Candidate and What We Offer). ○ Ensure the position title aligns with industry standards. ○ Include a statement that describes the “typical” knowledge and experience an ideal candidate should bring to the position. ○ Use available templates for middle manager and Executive Coordinator positions. ○ Clearly outline responsibilities and duties that are required.	• Staffing Process Roadmap • Initiate Staffing • Recruitment and Advertising Guide • Posting Requirements • Competencies: ○ SGEU competency profiles ○ SGEU competency definitions ○ Leadership and Management Competency Model ○ Inclusion Toolkit – Attract: Refer to Diversity Competencies section. ○ Middle Manager Excellence job advertisement language and competencies.	• This is the opportunity to sell the position. To attract the ideal candidate, you may need to do something different from previous postings. • Consider the candidate’s experience during the application process. • Highlight the benefits of working as a public servant and with the ministry as well as available learning and development opportunities.
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○ Reference available job description and competency profile information to ensure alignment of information. ● Competency Selection: ○ Select competencies candidates must bring to perform the work. ○ Select a total of 8-12 competencies. ○ Include competencies that are relevant and reasonable for the position. ○ Ensure the competencies reflect the expectations of someone on day one in the position. ○ Determine which of the identified competencies will be used for screening. ● Screening Criteria: ○ Ensure clear and easily understood screening criteria are included in the ad. ○ Determine if pre-screening questions will be included as part of the application process.		
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Screening: Determine which candidates will be assessed further.

Potential Actions	Tools/Resources	Reminders and Tips
• Confirm screening meeting and timing with ministry panel members and union representative (if applicable). • Review the Staffing Competition Report information (diversity grouping, applicant information, seniority messages, probation information, comments). • Document screening criteria and screening decisions on applicable preliminary screening results form. • Follow the applicable staffing model (i.e., senior qualified, merit-based relatively equal or full merit) preliminary screening order. • Evaluate if the established screening criteria is reasonable for the target candidate to possess.	• Staffing Process Roadmap • Preliminary Screening Results Forms: ○ Senior Qualified ○ Relatively Equal ○ Merit • Staffing Model Comparison Grid • Staffing Competition Report Guide • SGEU Panel Rep Guide for Managers • Staffing Guide AI • Inclusion Toolkit - Attract: ○ Screen Applications section. ○ Reviewing Resumes section. ○ Screening Candidates with International Qualifications and Experience section.	• Stringent screening criteria can create barriers. Ensure expectations are aligned to what is required in the position on day one. • Take a holistic approach to screening by considering relevant international qualifications and experience, non-traditional career paths and transferable skills. • If screening dates change or were not included at the time of posting, provide the following notice to the union: ○ SGEU: minimum 48 hours (two business days) notice to schedule, change, or cancel any staffing panel meetings for Permanent full-time, Permanent part-time, Term > 9 Months and Permanent Labour Service (Article 6.4.2.6). ○ CUPE: minimum of 48 hours' notice (excluding weekends and statutory holidays) for Permanent Full-time/Permanent Part-time and Term Work Over Three Months Vacancies (Article 8.02). • Sort candidates based on their response to "Legally entitled to work in Canada" question in Taleo. • If you are not familiar with the SGEU panel rep role, review the manager's guide.

		- Review the Staffing Guide AI for tips and considerations to help with screening. - If internal candidates were recently screened and assessed (6 months or less) for the same position, contact your HR Business Partner to discuss and explore possible approaches.
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Assessing: Determine how candidates will be assessed.

Potential Actions	Tools/Resources	Reminders and Tips
- Materials: - Use various assessment methods (e.g., presentations, written exercises, role play, case study, work samples). - Ensure assessment methods are accessible to all candidates. - Explore all accommodation requests from candidates. - Include a blend of direct, situational or behavioural interview questions. - Document expected responses that align to what is required to perform the work for all interview questions. - Leverage assessment materials for middle manager and executive coordinator positions. - Record assessment results on the applicable Candidate Evaluation Summary Form.	Staffing Process Roadmap Assess Candidates Staffing Guide AI Creating an Interview Guide - Interview Guide Templates: Out-of-Scope Template In-Scope Template Relatively Equal Template - Candidate Evaluation Summary: In-Scope Merit Based (Relatively Equal) Out-of-Scope Inclusion Toolkit - Attract: - Refer to Accommodations/Duty to Accommodate section. Middle Manager Excellence assessment materials Interview Process Guide Prep for BDI questions Virtual Interviewing Tips	- Interview Questions and Assessment Methods: - If you are not familiar with types of interview questions, review the interview guide. - Review the Staffing Guide AI for tips and considerations to help with assessments. - Contact your HR Business Partner: - If you are considering using an alternative assessment. - To request middle manager or Executive Coordinator assessment materials. - If a candidate requests an accommodation.

	• SGEU Panel Rep Guide for Managers • Alternative Assessment • Booking Interview Facilities Checklist • Criminal Record Check • Benefits Summary	
• Interview: ○ Confirm all accommodation requests with candidates in advance of interview. ○ Ensure an inclusive and accessible interview experience for all candidates. ○ Provide all behavioural description interview (BDI) questions in advance. ○ Provide a realistic overview of position and established career paths in the interview. ○ Highlight available career and development opportunities in the interview. ○ Highlight the total compensation package and non-financial rewards in the interview. See Reminders and Tips column for more information. ○ Share timing for the next steps with assessed candidates.	• Staffing Process Roadmap • Assess Candidates • Interview Process Guide • Inclusion Toolkit - Attract: ○ Assess Candidates section. ○ Inclusive Interviewing Practices section. ○ What Questions Can I Ask section. ○ “Questions Diversity Candidates May Ask” section. ○ “When Can I Ask About A Disability” section. ○ “Accommodations/Duty to Accommodate” section. • Candidate Evaluation Summary: ○ In-Scope ○ Merit Based (Relatively Equal) ○ Out-of-Scope • Middle Manager Excellence assessment materials • Prep for BDI questions • Virtual Interviewing Tips • SGEU Panel Rep Guide for Managers • Criminal Record Check Policy • Benefits Summary	• It is critical to take a holistic approach by considering all the information candidates shared when assessing competencies. • If interview dates change or were not included at the time of posting, provide the following notice to the union: ○ SGEU: Once a staffing action has been scheduled, the employer shall notify the Union with at least forty-eight (48) hours (two (2) business days) notice to schedule, change, or cancel any staffing panel meetings (Article 6.4.2.6). ○ CUPE: The employer shall provide the Union with a minimum of 48 hours’ notice (excluding weekends and statutory holidays) of all selection panels and a union observer shall have the right to be present for all employment interviews of members for Permanent Full-time/Permanent Part-time and Term Work Over Three Months Vacancies (Article 8.02).

		• Consider candidate experience during the assessment process (i.e., contact before the assessment, impressions during assessment). • Assessment results must be recorded on the applicable Candidate Evaluation Summary Form (in-scope, relatively equal or out-of-scope). • Total Compensation package includes: ○ All employees: Health, Dental, Disability, Pension, Vacation Leave, EFAP, Professional Fees, Learning & Development, Salary Range, Relocation Expenses (where applicable), Northern Benefits (where applicable). ○ In-Scope: EDOs, Increments, Retention payment (where applicable). ○ Out-of-Scope: SDOs, Performance Pay, Flexible Benefits Account. ○ Non-Financial rewards: career growth, learning and development, employee recognition, culture, work/life balance, etc.
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Selecting: Determine which candidate(s) will be selected for the position(s).

Potential Actions	Tools/Resources	Reminders and Tips
• Determine who was successful in the assessment following the correct staffing model (e.g., senior qualified, merit relatively equal, or merit). • Determine what criteria will be used to make the final selection decision for out-of- scope positions (In the event there are multiple successful candidates). • Complete reference checks. • Finalize evaluation making any necessary adjustments after reference checks. • Determine if relocation expenses will be offered. • Begin the online commencement process. ○ Submit CRC form (all) ○ Salary calculation request (internal) ○ Up-in-range request (external) ○ Additional vacation leave request (out-of-scope positions only)	• Staffing Process Roadmap • Candidate Evaluation Summary Forms: ○ Out-of-Scope ○ In-Scope ○ Relatively Equal • Reference Check Guide • Online Commencement Process • CRC Status Confirmation Form • Salary Requests: ○ Requesting Salary Calculation Guide ○ Salary Calculation Process Checklist ○ Requesting Approval for Up-in-Range Salary Guide • Additional Vacation Leave Request Guide (out-of-scope positions only) • Relocation Expenses Policy	• Consider candidate experience during the selection process. ○ Keep candidates updated on the process and timing. • Ensure timely completion of reference check and CRC form submission. ○ It is recommended to conduct reference checks focused on the required competencies by phone/virtual meeting. ○ Processing of CRCs that include fingerprints take longer than basic CRCs.

Offering: Determine which candidate(s) will be offered the position(s) and how to make the offer(s) (once the CRC and salary are approved).

Potential Actions	Tools/Resources	Reminders and Tips
• Confirm offer details for successful candidate(s): ○ Salary (salary calculation or up-in-range approvals) ○ Additional vacation leave approval (out-of-scope positions only) ○ Criminal Record Check confirmed (all offers) ○ Relocation (if applicable) • Make the offer and highlight the total compensation package and non-financial rewards. • Explore all accommodation requests from candidates. • Determine approach and timing for closing loop with unsuccessful candidates.	• Staffing Process Roadmap • Offer and Appointment • Inclusion Toolkit - Attract: ○ Offer and Appoint section. ○ Follow-up With Unsuccessful Candidates section. ○ Accommodations/Duty to Accommodate section. • Letters of Offer • Payroll Schedules • Relocation Expenses Policy • Online Commencement Process • Sending Regret Letters Guide • File Requirement Checklist	• Consider candidate experience during the offer process. • Employment offers: ○ Verbal and written offers can occur after confirmation of successful CRC. ○ Salaries and salary supplements must be approved by PSC. ○ Additional vacation requests (out-of-scope only) must be approved by the PSC. ○ Refer to payroll schedules to determine start date. ○ If a candidate declines an offer, respectfully ask why they made that decision. This may help to inform adjustments to future processes. • Total Compensation package includes: ○ All employees: Health, Dental, Disability, Pension, Vacation Leave, EFAP, Professional Fees, Learning & Development, Salary Range, Relocation Expenses (where applicable), Northern Benefits (where applicable).

		○ In-Scope: EDOs, Increments, Retention payment (where applicable). ○ Out-of-Scope: SDOs, Performance Pay, Flexible Benefits Account. ○ Non-Financial rewards: career growth, learning and development, employee recognition, culture, work/life balance, etc. ● If a candidate requests an accommodation, contact your HR Business Partner to discuss.
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Onboarding: Determine how the new employee(s) will be welcomed and oriented to your team, ministry and Government of Saskatchewan.

Potential Actions	Tools/Resources	Reminders and Tips
● Complete the online commencement process. ● Send pre-arrival communication. ● Put onboarding and training plans in place for the first day, first week, first month, etc. ● Assign a buddy. ● Determine what success looks like. ● Encourage new employee(s) to get involved in the ministry/division/branch networks and Government of Saskatchewan employee networks. ● Ensure approved accommodation measures are in place for first day.	● Manager's Guide to Orientation for New Employees ● Make Arrangements for a New Employee to Start ● Online Commencement Process ● New Employee Forms ● Work Planning ● Probationary Period ● Culture ● Inclusion Toolkit: ○ Engage ○ Grow ● Employee Networks	● Keep the employee's experience in the new position in mind. ○ First impressions matter. ○ Ask previous new hires what was helpful when they were onboarded to the position and team. ○ Explore the approaches other managers in your branch/division/ministry take when onboarding new employees. ○ Consider including content that introduces your team's values, expectations around respectful

		conduct and available support for employee wellbeing. • If you are not familiar with the onboarding process, refer to the manager's guide.
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Common Recruitment Challenges: Suggested areas of focus for common recruitment challenges.

Common Recruitment Challenges	Areas of Focus
Insufficient Candidate Pool (e.g., no qualified candidates, limited number of qualified candidates, re-posting due to insufficient candidate pool).	• Preparation • Candidate Outreach • Advertising
Unable to Close the Offer (e.g., salary constraints, losing candidates to competitors).	• Advertising • Assessing • Offering
Location Constraints (e.g., northern locations, rural locations, candidates unwilling or unable to relocate).	• Preparation • Candidate Outreach • Advertising • Assessing • Offering