



“Creating Engaging Workplaces”

HR FUNDAMENTALS

TIER I:

Offer Letters/Employment Contracts

- Review, revise or draft to ensure compliance with BC legislation, company policies & relevant terms and conditions for particular employment category (ie. full time, part time, hourly, salaried, term, regular) – any revised offer template to be reviewed/approved by legal counsel
- Ensure all employees/managers have signed, written employment contracts on file
- Ensure offers subject to having requisite work permits in place, where applicable
- Prepare offer packages (ie. offer letter, summary of benefits, copy of job description, any relevant policies) for all new hires

HR Policies & Employee Manual/Handbook

- Review, modify and/or develop HR policies (ie. vacation, overtime, leaves of absence, use of social media, harassment, respectful workplace conduct, confidentiality) and Employee Handbook to ensure compliance with BC Employment Standards, BC Human Rights Code and WorksafeBC legislation, company policies, benefits, workplace practices, health & safety, and other HR policies and practices

Recruitment & Selection

- Ensure job descriptions exist for all employees/managers and newly created and posted positions
- Review and modify, if necessary, the current hiring practices, including any forms used during the hiring process (ie. application forms, interview questionnaires, reference checks, employment records)
- Review sourcing practices, including any referral programs
- Review communication process with candidates, new hires and declined candidates to ensure professionalism and best representation of the company’s brand and culture
- Prepare hiring checklist

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- Assist with interview process and candidate selection and conduct reference checks, as required
- Prepare new hire packages (ie. tax forms, benefits enrollment forms, employment record, first day/week agendas, policies requiring employee signatures)

Termination & Exiting Practices

- Review termination process, including the letters, practices and services used
- Prepare termination checklist
- Review and/or implement exit interview process

Work Permits/Relocation/Immigration

- Liaise with immigration/relocation consultant or lawyer re: LMOs, work permits, cross border work assignments
- Determine relocation support provided for new hires or internal transfers
- Create system to track work permit expiry dates

HR Administration/Employee Record Keeping/File Management

- Create employee files or review content (ie. resume/CV, interview notes, reference checks, offer letters, work permits, job descriptions, any changes to terms of employment, performance reviews, documented performance/disciplinary issues) of existing employee files & how access to and confidentiality/security of employee files is maintained
- Review and/or develop process & forms used to communicate and track employee changes and absences
- Review and/or develop forms used during the hiring process and termination process
- Review of any automated HR databases/tracking systems (ie. HRIS) and make recommendations for improvement or potential tools
- Ensure necessary work permits in place with tracking process for renewals

Onboarding

- Review, modify and/or develop the onboarding process to facilitate employee engagement from day one and to ensure employees are familiar with all workplace/hr policies and practices (ie. they know what is expected of them)
- Determine what specific on-the-job training is required in addition to the general onboarding program

TIER II:

Reporting/HR Metrics

- Review and/or develop reports and metrics to track employee vacation, leaves of absence, turnover, sick days, promotions, anniversary/service dates, terminations, time to hire, exit feedback, probation period end dates

Performance Management & Discipline

- Review and/or develop the performance management process, including any forms and best practices, frequency of reviews, and coaching/training for managers and employees
- Review disciplinary process

Employee Communications

- Review internal communication processes, including all staff meetings, briefings, employee newsletters, use of intranet, 2 way communication mechanism, feedback systems
- Facilitate meetings to get a pulse on how things are going, what needs to be improved or changed
- Create mechanism for conflict resolution and interpersonal differences

Employee Relations

- Review policy and practices, including discipline letters used
- Provide coaching and training for managers on how to discipline, give feedback or conduct those difficult conversations
- Provide ongoing employee relations support and consultation on a retainer basis (onsite or oncall)

Recognition, Rewards & Retention Programs

- Formal/informal recognition programs and practices
- Long service awards, community involvement awards, service excellence awards, shining stars
- Health and wellness programs, social programs, community service days/ programs

Training & Development

- Review and implementation of employee development plans; may coordinate with performance review process
- Develop, source and/or facilitate supervisory skills training – coaching, interviewing, disciplining, motivating, goal setting, giving feedback, having those difficult conversations
- Training for all employees on harassment, disciplinary process, violence in the workplace, bullying, sensitivity, cultural diversity
- Conduct a needs assessment to determine other knowledge/skills gaps that can be handled thru classroom or on-the-job training, coaching, secondments
- Provide coaching for leaders/new supervisors requiring additional support

Compensation & Benefits

- Conduct or subcontract compensation expert to conduct market surveys to ensure competitiveness of compensation, bonus practices and total rewards program
- Review benefits plan for usage, fit with demographics, and cost

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Organizational Structure

- Review/prepare organizational charts and determine reporting structure and accountabilities around decision making (HR, financial, operational, R&D, business development, office management/administration, etc.)

Organizational Culture, Brand & Environment

- Facilitate sessions on culture/brand - who are you? Who do you want to be? What do you want to be known for? How do company practices and policies align with culture and brand?