­­



2019

**Recommendations for Recruitment Strategies**

**Project Managers:**

**Sydney Mensen & Teresa Turnbull**

***University of Western Ontario*, Master’s in Management of Applied Science**

Participation House

**Recruitment**

**Recommendations for Recruitment Strategies**

**Project Managers:**

**Sydney Mensen & Teresa Turnbull**

***University of Western Ontario*, Master of Management of Applied Science**

Table of Contents

[Contact Lists 3](#_Toc4577906)

[Community College Programs 3](#_Toc4577907)

[University Undergraduate Programs 7](#_Toc4577908)

[University Graduate Programs 8](#_Toc4577909)

[Marketing Strategies to Improve Recruitment 10](#_Toc4577910)

[LinkedIn Marketing Tips 12](#_Toc4577911)

[References 13](#_Toc4577912)

[Recruitment Considerations 14](#_Toc4577913)

[Institutional Recruitment Strategies 15](#_Toc4577914)

[References 17](#_Toc4577915)

# Contact Lists

## Community College Programs

|  |  |  |  |
| --- | --- | --- | --- |
| **Ontario Community Colleges** | | | |
| **Institute** | **Location** | **Applicable Programs** | **Contact** |
|  |  |  |  |
| *Algonquin College* | Ottawa | Academic Pathway for Movement from Ontario College Diploma in Practical Nursing to BScN | <https://www.algonquincollege.com/future-students/programs/> |
|  |  | Academic Pathway for Personal Support Worker to Practical Nursing |  |
|  |  |  |  |
|  |  | Bachelor of Early Learning and Community Development (Honours) |  |
|  |  | Bachelor of Science in Nursing |  |
|  |  | Clinically Intensive Orientation to Nursing in Ontario |  |
|  |  | Developmental Services Worker |  |
|  |  | Personal Support Worker |  |
|  |  | Pre-Health Sciences Pathway to Advanced Diplomas and Degrees |  |
|  |  | Pre-Health Sciences Pathway to Certificates and Diplomas |  |
|  |  | Social Service Worker |  |
| *Canadore College* | North Bay | Nursing (bachelor) | <https://www.canadorecollege.ca/about/directory?sort=department> |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
|  |  | Social Service Worker-Accelerated |  |
|  |  | Social Service Worker-Gerontology |  |
|  |  |  |  |
| *Centennial College* | Toronto | Developmental Services Worker | <https://www.centennialcollege.ca/about-centennial/contact-us/> |
|  |  | Nursing (bachelor) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *Conestoga College* | Kitchener | Developmental Services Worker (Apprenticeship) | <https://www.conestogac.on.ca/employers/> |
|  |  | Nursing (bachelor) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Services Worker |  |
| *Sheridan College* | Oakville | Personal Support Worker | <https://www.sheridancollege.ca/about/community-employment/employers-community> |
|  |  | Practical Nursing |  |
|  |  | Social Worker Program |  |
| *Cambrian College* | Sudbury | Developmental Support Worker | <https://cambriancollege.ca/contact-cambrian/> |
|  |  | Nursing (bachelor) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *Fanshawe College* | London | Collaborative Nursing | <https://www.fanshawec.ca/student-life/campus-services/employment/london-campus/community-employment-services/employers> |
|  |  | Developmental Support Worker |  |
|  |  | Developmental Support Worker (Accelerated) |  |
|  |  | Personal Support Worker |  |
|  |  | Personal Support Worker (Weekend) |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *George Brown College* | Toronto | Autism and Behavioural Science Program (Postgraduate) | <https://www.georgebrown.ca/contact_us/> |
|  |  | Behavioural Science Technician Program |  |
|  |  | Nursing (bachelor) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
|  |  | Social Service Worker (fast-track) |  |
| *Georgian College* | Barrie | Developmental Support Worker | <https://www.georgiancollege.ca/student-life/student-services/co-op-and-career-services/tab/employers/> |
|  |  | Nurse Practitioner-led Clinic |  |
|  |  | Social Service Worker |  |
| *Humber College* | Toronto & Lakeshore | Developmental Services Worker | <http://hrs.humber.ca/support/staff-directory.html> |
|  |  | Developmental Services Worker - Accelerated |  |
|  |  | Developmental Services Worker - Apprenticeship |  |
|  |  | Nursing (bachelor) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *Loyalist College* | Belleville | Developmental Services Worker | <https://www.loyalistcollege.com/employment/recruitment-services-for-employers/> |
|  |  | Nursing (bachelor) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *Mohawk College* | Hamilton | Developmental Services Worker | <https://www.mohawkcollege.ca/student-life-at-mohawk/employment/employer-services> |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *Niagara College* | Welland | Community Integration through Co-operative Education | <https://www.niagaracollege.ca/> |
|  |  | Educational Assistant – Special Needs Support |  |
|  |  | Nursing (Registered) |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
| *St. Lawrence College* | Kingston & Cornwall | Communicative Disorders Assistant | <http://www.stlawrencecollege.ca/about/college-administration/contact-us/key-staff-contacts/> |
|  |  | Community Integration through Co-operative Education |  |
|  |  | Personal Support Worker |  |
|  |  | Practical Nursing |  |
|  |  | Social Service Worker |  |
|  |  | Social Service Worker (fast track) |  |
| *St. Clair College* | Windsor | Practical Nursing | <https://stclairemploymentcentre.com/employers.html> |
|  |  | Nursing (bachelor) |  |
|  |  | Social Service Worker (Gerontology) |  |
|  |  | Social Service Worker |  |
|  |  | Developmental Services Worker |  |
|  |  | Personal Support Worker |  |

## University Undergraduate Programs

|  |  |  |  |
| --- | --- | --- | --- |
| **Ontario Universities (Undergraduate Programs)** | | | |
| **Institute** | **Location** | **Applicable Programs** | **Contact** |
| *Brock University* | St. Catharines | Nursing (bachelors) | <https://brocku.ca/human-resources/> |
| *Laurentian University* | Sudbury | Social Worker Program | <https://laurentian.ca/about-laurentian> |
|  |  | Nursing (bachelors) |  |
| *University of Guelph* | Guelph | See Humber College\*\*\* | <https://admission.uoguelph.ca/contact> |
|  |  | Bachelor of Applied Science (BASc) |  |
| *McMaster University* | Hamilton | Nursing (bachelors) | <https://future.mcmaster.ca/contact/> |
|  |  | Health Sciences Degree |  |
|  |  |  |  |
| *University of Ottawa* | Ottawa | Nursing (bachelors) | <https://www.uottawa.ca/en> |
|  |  | Bachelor’s degrees in health sciences |  |
| *Queen's University* | Kingston | Nursing (bachelors) | <https://www.queensu.ca/faculty-staff> |
|  |  | Bachelor’s degrees in health studies |  |
| *University of Waterloo* | Waterloo | Social Worker Program | <https://uwaterloo.ca/about/contact-us> |
|  |  | Nursing (bachelors) |  |
|  |  | Practical Nurse |  |
| *Western University/Kings* | London | Nursing (bachelors) | <http://hirewesternu.ca/> |
|  |  | Social Worker Program |  |
|  |  | Disability Studies |  |
| *York University* | Toronto | Nursing (bachelors) | <http://site.info.yorku.ca/> |
|  |  | Nursing–Primary Health Care Nurse Practitioner |  |
|  |  | Nursing: Collaborative |  |
|  |  | Nursing–RN to MScN Alternate Admission |  |
|  |  | Nursing: Post-RN for Internationally Educated Nurses |  |
|  |  | Social Worker Program |  |

## University Graduate Programs

|  |  |  |  |
| --- | --- | --- | --- |
| **Ontario Universities (Graduate Programs)** | | | |
| **Institute** | **Location** | **Applicable Programs** | **Contact** |
| *Brock University* | St. Catharines | Master of Arts in Community Health | <https://brocku.ca/applied-health-sciences/contact-us/> |
|  |  | Master of Science in Health Sciences |  |
|  |  | Departments of Physical Education and Kinesiology, Recreation and Leisure Studies, Nursing, Sport Management |  |
| *Lakehead University* | Orillia/ Thunder Bay | Master of Public Health | <https://www.lakeheadu.ca/presidents-office/contact-info> |
| *McMaster University* | Hamilton | Master and Doctorate in Health Research Methodology | <https://fhs.mcmaster.ca/main/contacts.html> |
|  |  | Master and Doctorate in Rehabilitation Science, Occupational Therapy, Physical Therapy |  |
| *Ontario Training Centre in Health Services and Policy Research* | Several | Graduate Diploma in Health Services and Policy Research: an additional qualification taken in conjunction with other graduate studies at any of six participating universities (Lakehead, Laurentian, McMaster, Ottawa, Toronto, and York) | <https://fhs.mcmaster.ca/otc-hsr/contactus/index.htm> |
| *University of Ottawa* | Ottawa | Human Kinetics | [http://health.uottawa.ca](http://health.uottawa.ca/) |
|  |  | Nursing |  |
|  |  | Rehabilitation Sciences and Interdisciplinary School of Health Sciences |  |
|  |  | Epidemiology and Community Medicine | <https://med.uottawa.ca/epidemiology/> |
|  |  | School of International Development and Global Studies | <https://socialsciences.uottawa.ca/international-development-global-studies/> |
| *Queen's University* | Kingston | Master and Doctorate in Health Promotion and related subjects | <https://skhs.queensu.ca/contact-us/> |
|  |  | MSc Epidemiology | <https://phs.queensu.ca/contact-us> |
|  |  | Master of Public Health (MPH) |  |
| *University of Toronto*,  Dalla Lana School of Public Health | Toronto | Master of Public Health (MPH) | <http://www.dlsph.utoronto.ca/contact/> |
| *University of Waterloo*,  School of Public Health and Health Systems | Waterloo | Master of Science (Public Health and Health Systems) | <https://uwaterloo.ca/public-health-and-health-systems/about/people> |
|  |  | Master of Public Health (MPH) |  |
|  |  | Master of Social Work (MSW) |  |
|  |  | Master of Health Informatics (MHI) |  |
|  |  | Master of Health Evaluation (MHE) |  |
| *York University* | Toronto | Master of Public Health (MPH) | <http://health.gradstudies.yorku.ca/contact/> |
| *York University*,  School of Health Policy and Management | Toronto | MA (Critical Disability Studies) | <http://cds.gradstudies.yorku.ca/about/contact/> |
| *York University*,  School of Kinesiology and Health Science | Toronto | Master in Kinesiology and Health Sciences | <http://kahs.gradstudies.yorku.ca/contact/> |
| *University of Western Ontario* | London | Master of Science (Health Promotion) | <https://www.uwo.ca/fhs/programs/hrs/contact.html> |
| *University of Western Ontario*,  Schulich Medicine & Dentistry | London | Master of Public Health (MPH) | <https://www.schulich.uwo.ca/publichealth/about_us/contact_us.html> |

# Marketing Strategies to Improve Recruitment

\*\*URL links to the tips are listed at the bottom of the page.

|  |  |  |
| --- | --- | --- |
| **Tips** | **Details** | **What to Avoid** |
| 1. Assess company website | - Review careers page and “brag” about current team members by highlighting achievements and/or exciting activities the team does.  - Emphasize your “why”.  - Make sure the expectations and company culture are clear through the website. | - Don’t simply list the positions available. |
| 2. Encourage employees to leave honest reviews | - Many potential employees look up the company to learn more about the culture and pros/cons of working there.  - Keyword = honest. Ensure they are leaving honest reviews to help attract the right talent. | - Over-the-top or exaggerative reviews. |
| 3. Treat recruiting like an inbound campaign | - Talk about the benefits of working for the company and share it, on social media for example.  - Make potential recruits want to work for you.  - Create email opt-ins for people who visit the website often and are interested in working with you. | - Social media silence.  - Separation of the company from the public. |
| 4. Be faster | - Be faster than the competition at replying to top applicants to schedule interviews. | - Taking too much time to get back to applicants. Other employers may act quicker and hire them before you. |
| 5. Create a marketing plan | - Include description of activities you will engage in to meet the objectives (an ideal solution to a business dilemma) and costs associated.  - Also include a detailed timeline for when to execute the activities. |  |
| 6. Create effective messages | - Tailor messages to the audience. For example: for an audience of potential applicants, highlight the benefits of working there rather than simply a list of the company’s various features. | - Don’t try to “fool” the audience. Don’t recruit with a message that doesn’t reflect the actual organizational experience. |
| 7. Deploy tactics | - Strategically post jobs to external sites.  - Create social media campaigns to highlight job openings and reasons to work for the company.  - Also include current employees: get testimonials from them or create a process for current staff to refer candidates for open positions. |  |
| 8. Identify practical metrics | - Consistently measure progress (i.e. number of resumes received or traffic the job posting brings to the website).  - Every milestone on the recruitment timeline is an opportunity to show the authentic employer message and attract future staff. |  |

## LinkedIn Marketing Tips

Note: “…LinkedIn has an in-depth dataset of company, industry, and individual contact information for more than 500 million members.”

|  |  |  |
| --- | --- | --- |
| 9. Complete LinkedIn profile fully | - Want 7 items filled out completely:   1. Logo 2. Company description 3. Website URL 4. Company size 5. Industry 6. Company type 7. Location   - Company pages with complete profiles receive up to 2X more visitors.  - Legitimacy and professionalism are critical for brand image. |  |
| 10. Create a consistent posting schedule | - Aim to post at least once per week to keep followers engaged.  - Businesses that post at least once per month have been shown to gain followers 6X faster than those that do not!  Note: you can set up a posting schedule so posts can be easily scheduled to stay consistent.  - Content should include descriptive captions, eye-catching images, and hashtags. |  |
| 11. Engage colleagues and employees | - They can boost your LinkedIn content while simultaneously increasing the visibility of the company page.  - Have employees repost or like specific content you are posting. Statista found that 42% of LinkedIn users have 300-399 connections; multiply that by the number of employees working at the company and that’s a lot of potential reach. |  |
| 12. Encourage employees to complete their profiles | - Helps spread awareness of your brand.  - Linking the company to people’s profiles makes the company more visible in search results, both on and off LinkedIn. |  |

### References

* Tips #1-4:
  + <https://www.forbes.com/sites/forbesagencycouncil/2018/04/18/recruiting-rock-star-employees-your-next-marketing-campaign/#9bf43225fb24>
* Tips #5-8:
  + <https://www.associationcareerhq.org/recruitment-strategies/tips_and_tactics/5-marketing-strategies-to-boost-recruitment-success>
* Tips #9-12:
  + <https://buffer.com/resources/linkedin-marketing-strategy>

# Recruitment Considerations

There are considerations to take into account into whether a program offered at an institution would provide Participation House with capable candidates.

These candidates should be:

* Educated in the fields of social work, medicine, and/or developmental support
* Enrolled in programs that include co-ops/internships
* Aspiring to jobs that lead towards personal support placements
* Have a mindset compatible with the rigors of the job

Based on these parameters, Participation House should focus its recruitment strategies on institutions that offer degrees/diplomas in:

* Personal Support Worker
* Developmental Support Worker
* Nursing and Social Worker
* Other applicable programs

\*\*[Pages 3-9](#_Contact_Lists) of this document provides such a list of institutions.

[The next page](#_Institutional_Recruitment_Strategie) offers a list of ideas to improve recruitment from institutions.

## Institutional Recruitment Strategies

\*\*URL links to the tips are listed at the bottom of the page.

|  |  |  |
| --- | --- | --- |
| **Tips** | **Details** | **What to Avoid** |
| 1. Create logins for University/College employer pages | - Review careers page and ensure that the employment standards for the school are met. | - Poor descriptions of work duties.  - Lack of updates. |
| 2. Post wages and benefits | - Most students are expecting a wage of 14-16$/hr (as of 2019). Participation House's 22$/hr is highly competitive along with being one of the few employers offering a benefits package for part-time employment. | - Students may assume that volunteer/non-profit work is unpaid. While not necessarily an issue, it is important to clearly advertise what Participation House can offer students. |
| 3. Offer training and reassurance | - Students may feel overwhelmed or incapable of completing the work.  - Assure them that they will be assisted and given sufficient training to handle the duties of the work. | - Ignore the concerns of students. |
| 4. Mention flexible work hours | - One of the issues facing Participation House is the inability to retain employees due to shift-scheduling. Offering students weekends and nights not only offers them an opportunity to make money on the side during their studies but also alleviates the scheduling issues facing other employees. To many students, the option to work on weekends is highly enticing. | - It is important to be forthcoming when discussing shifts to students. Students may have exams on weekends and want flexible work hours.  - Ensure that you have enough auxiliary staff to take over shifts when students have exams or other events. |
| 5. Focus on co-op season. | - Many students look for summer placements (May-Aug) and begin their search as early as January. | - Delaying the posting of co-ops. |
| 6. Set up a booth on Career Days | - Booth costs are often around 500-600$ (depends on institution) and require an advanced registration. | - Insufficient information.  - Lack of contact details.  - Lack of name-tags on representatives. |
| 7. School/Class presentations | - Describe the organization and what is it like to work there.  - Suggest bringing in a previous graduate with work experience from Participation House.  - Alternatively, can prepare a video in advance. |  |
| 8. Look for certification/work study related co-ops | - King's College has a required practicum for Social Workers.  - Requires that students work under a master’s graduate of Social Work.  - Nursing, PSW and DSW programs have similar requirements. | - Failure to follow prescribed guidelines and regulations set up by the institution. |
| 9. Follow tracking data | - Institutions offer employers access to data involving the students' interest in posted jobs/co-ops.  - This data offers insights to what job postings gather the most interest.  - Use this information to tailor better posts. |  |
| 10. Mention career advancement | - If applicable, showcase potential avenues of career progression. |  |

### References

* Job fair and presentations hints and tricks:
  + <https://resources.workable.com/tutorial/job-fair-recruitment>
  + <http://employer.aftercollege.com/3-ways-get-students-pumped-info-sessions/>

* Why is it important to offer training and career advancement:
  + <https://www.independent.co.uk/news/business/news/workers-quit-jobs-employment-training-development-human-resources-a8219826.html>
* King's College Social Worker Program:
  + <https://socialwork.kings.uwo.ca/field-education/>
* Example of Career Page:
  + <http://careers.humber.ca/employserv.php>
* How to market to generation z (includes flexibility):
  + <https://www.cio.com/article/3282415/everything-you-need-to-know-about-generation-z.html>
* Western university page for career fair:
  + <http://hirewesternu.ca/hire_western_talent/recruiting_at_western/fairs/career_fair.html>