



Employer's Guide

OBIO© Introduction

OBIO is a not-for-profit, membership-based innovation organization engaged in strategy, programming, policy development and advocacy to further the commercialization of human health technologies positioning Canada as a leader in the international marketplace. OBIO advances this goal through collaborative partnerships with industry, the investment community, academia, the health system and government.

Workforce development

- The H2BB program is part of the OBIO portfolio of programs that help growing health companies grow and thrive.
- Where other OBIO programs enable companies to commercialize their technologies and access markets, H2BB aims to develop their workforce.
- These guides are available exclusively to OBIO member companies and who will have access to the new OBIO Job Board and Talent Network.
- All Ontario-based roles advertised on the OBIO Job Board are eligible for the OBIO H2BB training program to onboard and develop the incoming workforce.

Introduction



The H2BB program is designed to provide structured, on-the-job learning experience for recent hires and consists of the four elements highlighted below.

- 1 | Candidate/Company Match:** OBIO's job board talent network platform allows H2BB candidates to connect with health science industry employers. Candidates can showcase their skills by building a talent network profile. OBIO member companies looking to hire can connect with talent network profiles that match the skills and qualifications they seek.
- 2 | Extensive Training:** OBIO provides engaging, content-intensive training modules for new hires during their first few months in their new, and often, first new roles. OBIO's interactive training modules, lead by industry experts and tailored for the health science industry and member companies, support new hire onboarding to reduce the time needed to become productive.
- 3 | 1:1 Mentoring:** OBIO matches each new hire with a Subject Matter Expert (SME) advisor who provides mentorship during the first four months of a new hire's arrival.
- 4 | Networking:** OBIO provides opportunities for new hires to interact with executives and entrepreneurs in the health science sector through industry-specific events and training.



Why Hire Early Career Talent?

As referred to in this guide, an “early career talent” is a recent graduate who is transitioning from academia to industry or from a technical background into a business-oriented role. They typically have less than 1 year of work experience and tend to fill technical and business entry-level roles within industry.

While the length of their contracts may vary, it must be a minimum of a 3-month contract with the possibility of permanent employment, or a permanent full-time or permanent part time position.

Why Participate in the OBIO Health to Business Bridge (H2BB™) Program?

OBIO's H2BB program engages with talent partners and academic programs to reach candidates with specific skills and backgrounds.

Early career talent can be characterized as autonomous, career-driven and highly motivated to perform. Early career talent often injects a note of enthusiasm, raises the energy level and offers a “fresh set of eyes” on how to do things. Recently named as the “innovation generation” by Forbes, the early career talent supports a strong employer brand as they seek to be part of making a positive difference in the world.

Many benefits accrue to companies that hire early career talent. In addition to the cultural impact noted, these individuals can support company goals through their role in completing short-term projects, providing support on multiple projects, or by augmenting a company's or department's skill sets by bringing in new skills.



How to Use this Guide

Guides have been developed for employers participating in the recruitment of early career talent through the OBIO Health to Business Bridge™ (H2BB™) program. However, the material presented can be useful to any employer looking to hire.

The Employer Guide, Supervisor Guide and SME Advisor Guide have been developed as complementary resources in support of the journey the early career talent employee experiences. The employee experience starts the moment the individual applies to the position to their final day with your company.

The Guides have been written keeping in mind that many employers have limited HR resources and capabilities. Basic information has been provided and templates have been developed for illustrative purposes and to showcase some best practices.

For organizations with established Human Resources functions and expertise,

the information and content should be customized to your own programs, policies and procedures.

The guides have been developed for informational purposes only and do not constitute legal advice. Not everything has been prescribed in full. The guides serve only to promote and encourage best practices for our valued members. You should contact your legal counsel to obtain advice with respect to any particular issue or problem.

Whether you are a new or experienced supervisor, and regardless of whether your company has well established Human Resource policies and practices, you will find a road map here to help ensure a successful early career talent new hire experience.

The topics are intended as modules to be accessed based upon your own individual needs at any stage of the process.

Working with the H2BB SME Advisor

The Subject Matter Expert (SME) Advisor is a valuable resource to assist you in managing the overall new hire. Whether by providing detailed technical expertise, an objective critique of the new hire's initial efforts at executing projects, serving as a consultant to you and the new hire as their project unfolds, or as an additional coach to the new hire, the Advisor helps to ensure that objectives are met.

It is usual for the Advisor to sign an NDA (non-disclosure agreement) with the company. As the new hire's supervisor, you should attend the first meeting between the SME and your new hire so as to ensure alignment and mutual understanding.

The Advisor should not be considered an alternative supervisor. The new hire will still need regular interactions with you to confirm what their priorities, goals and objectives are, and how they working to meet them fits with how your company operates.



Strategy and Workforce Planning

Successful companies that secure a true competitive advantage understand the link between their business results and their people. It starts with a company strategy that has a clear vision, mission and goals. Further, when there is alignment with the company's culture, it provides the framework for the employee behaviors that support the achievement of business objectives. Collectively, this informs the company's talent strategy and programs which are business-critical processes driving the company's success.

How is this alignment set up? It starts with a workforce plan that ensures the right people are in the right place at the right time. It involves making choices on the organizational capacity and capabilities needed in 2-5 years. Effective workforce planning optimizes the investment of people resources and minimizes situations where skills are not available for the business.

The talent attraction process that follows is one of the most important activities for the company. When the process is clear, defined and detailed, and the hiring managers are all on the same page, the right foundation is laid to hire a quality candidate faster.

The use of appropriate selection strategies and techniques to fill positions and achieve a good "person/job" fit contributes to an effective motivated workforce and obvious long-term benefits.

Evidence-based studies have shown that fit with the company culture supports an engaged workforce leading to more productivity and higher quality work. Leading companies reap the benefits that come from working proactively on company culture and employee engagement.



Hiring Early Career Talent

Before committing to hire early career talent, you should determine whether they will best meet your needs.

This starts with understanding their capabilities, the support they will require, and what they expect from you.

Understanding capabilities and the support and resources needed

H2BB early career candidates typically have 4 to 6 years post-secondary education, but little or no real-world work experience. Although early career talent may seek roles which provide flexibility and decision-making opportunities, placing them in roles with too much autonomy is a risk as many are unaccustomed to professional workplace tasks and expectations or the standards of quality required by industry. While talented, eager and enthusiastic they will require clear direction and support to be productive within their first 3 to 6 months.

The quality of what you can get from early career talent new hire is related to the clarity of tasks and activities to be performed and to the level of supervisor support. It is especially important that the new hires receive regular detailed feedback. Therefore, individuals assigned to supervise the new hires must be prepared to provide a higher level of engagement and direction than is required for more experienced hires. OBIO has also developed an H2BB Supervisor Guide which addresses these issues in more detail.

While H2BB provides an SME Advisor to act as a mentor and who can provide additional support and feedback to the early career talent, they should not be considered as an alternate to an engaged supervisor. Employers who are not participating in the H2BB program, are encouraged to provide a mentor in addition to the company Supervisor. If you are unsure whether the role you are considering would be suitable for H2BB early career talent, ask the H2BB Program Director.

Aligning with what is important to early career talent

Virtually all H2BB early career talent have told us that positions that provide opportunities to get industry experience, learn and grow are more important than the salary, matching what has been reported elsewhere. They understand that their, often first, role in industry will be one in which they will absorb a lot of learning specific to their roles but also in professional skills in a business environment. Their work should have significance and purpose, both to the company and the new hire for you to get the most out of the early career talent.

This requires that the Supervisor help their early career talent new hire understand how what they are doing fits within the larger context, discuss with the new hire what personal goals they wish to achieve during their period of onboarding and training, linking their role to what they are doing for the company.

Characteristics of successful integration of early career new hires

The most successful early career talent integration is characterized by:

- Work that is authentic and meaningful (not a list of tasks no one else wants)
- Structured experience featuring regular feedback and opportunity for discussion
- Focused on application of knowledge
- Opportunity for reflection and self-assessment

Incorporating Early Career Talent To Your Workforce Strategy

Plan Ahead

When preparing to hire early career talent it is important that you have a clear understanding of both your internal and any external timelines.

Internal Timelines

Ensuring that there is sufficient salary budgeted for any new hires may require that the decision to hire be made months in advance of any hiring. If you are planning on securing a wage subsidy (for example IRAPS) then the application deadlines for these programs need to be considered as well. OBIO provides member companies a curated list of wage subsidy programs that might be appropriate.

It is still recommended that you plan to post positions 3-4 months before and start interviewing 2-3 months before the start-date.

External Timelines

If you are considering hiring early career talent you will need to consider the best time to access a graduating pool. H2BB's influx of applicants fluctuates depending on the various program's graduation dates (usually January, May or September). However, as many recent graduates remain in their academic roles or engage in furthering their skills with additional courses while looking for their ideal starter role in industry, there is always a pool that is accessible at all times. OBIO's job board and talent network is an ideal platform for reaching early career talent all year round.

When looking to hire recent graduates, many candidates start looking for employment opportunities 3 to 6 months before graduation, so starting at least 3 months before the start-date will increase the number of qualified candidates for consideration.

Foreign trained professionals

While this guide is primarily geared towards hiring early career talent, H2BB also provides access to a pool of foreign trained professionals who are looking to start their career in the Canadian environment. Many of the supporting guidelines outlined here are transferable when looking to hire a foreign trained professional. The candidates can have significantly more work experience but little or no experience working in the Canadian environment. H2BB early career talent have been hired in technical roles such as product development engineers, scientists and technologists, manufacturing QA/QC associate roles as well as business development and marketing & communications roles.



Job Description

Conducting a Job Analysis

As mentioned, a clear vision and strategy for the future creates a strong foundation for the company's talent strategy. After identifying the business objectives for the next 2-5 years, the next step is to identify which capabilities are critical to achieving each business objective.

A job profile that accurately reflects the skills and competencies required to meet strategic objectives is important to find the right candidate. These critical competencies include knowledge, skills and qualifications. To ensure that the candidate will fit within your organization it is important to consider the attitudes required to excel in your workplace.

As you are developing the job profile, you will need to discuss other factors such as project deadlines, KPIs (key performance indicators), metrics, company processes. It is important to capture this information for the onboarding employee and to inform the performance management process (covered in the Supervisor's Guide).



Hold a conversation with company leadership

QUESTIONS CAN INCLUDE:

1. What is the vision, mission and values of the company?
2. What company culture do you want to create?
3. What are the key goals and business objectives for the next 2-5 years?
4. What are the critical initiatives for the next 2 years?
5. What are the talent requirements required execute these goals and objectives?
6. When do we need to have talent in place to meet these goals and objectives?

Preparing the Job Description

As noted above, the more clarity around what the early career talent will do, the better. This will not only provide guidance on what you want them to do, but it will create a clear idea of what capabilities you are looking for in the early career talent. It will also provide a clear picture to your team about what they are looking for when reviewing resumes and interviewing candidates.

A job description has two main parts: a section on duties and responsibilities and a skills/person profile. It is important to detail these elements for each position, as it sets out the objective criteria against which all candidates will be assessed and shortlisted. Shortlisting criteria should consist of the minimum standards considered to be essential for the effective performance of the job. These standards should be listed as either required or desirable. The criterion must be objective and justifiable. Desirable characteristics can be used to reduce the shortlist if too many qualified applicants apply. A job description should exist for every position within the company. It should outline what is needed for the position to perform the job effectively and efficiently. This job description should be reviewed and updated for every new hire to ensure that it fits with the company's current situation.

Each company has its own unique job descriptions and job titles. The job title and the level of skills/experience required must relate to your company. Each company has their unique organizational structure, and when recommending a title for the position, it is important to ensure consistency within your company. They are reflective of the culture and the organizational structure of the company. Job titles differ to varying degrees from company to company. The title of manager may suggest certain responsibilities in your mind, but it is important to clarify this in the interview process. A manager in one organization may have a different degree of scope and responsibility within that particular organization than in others.

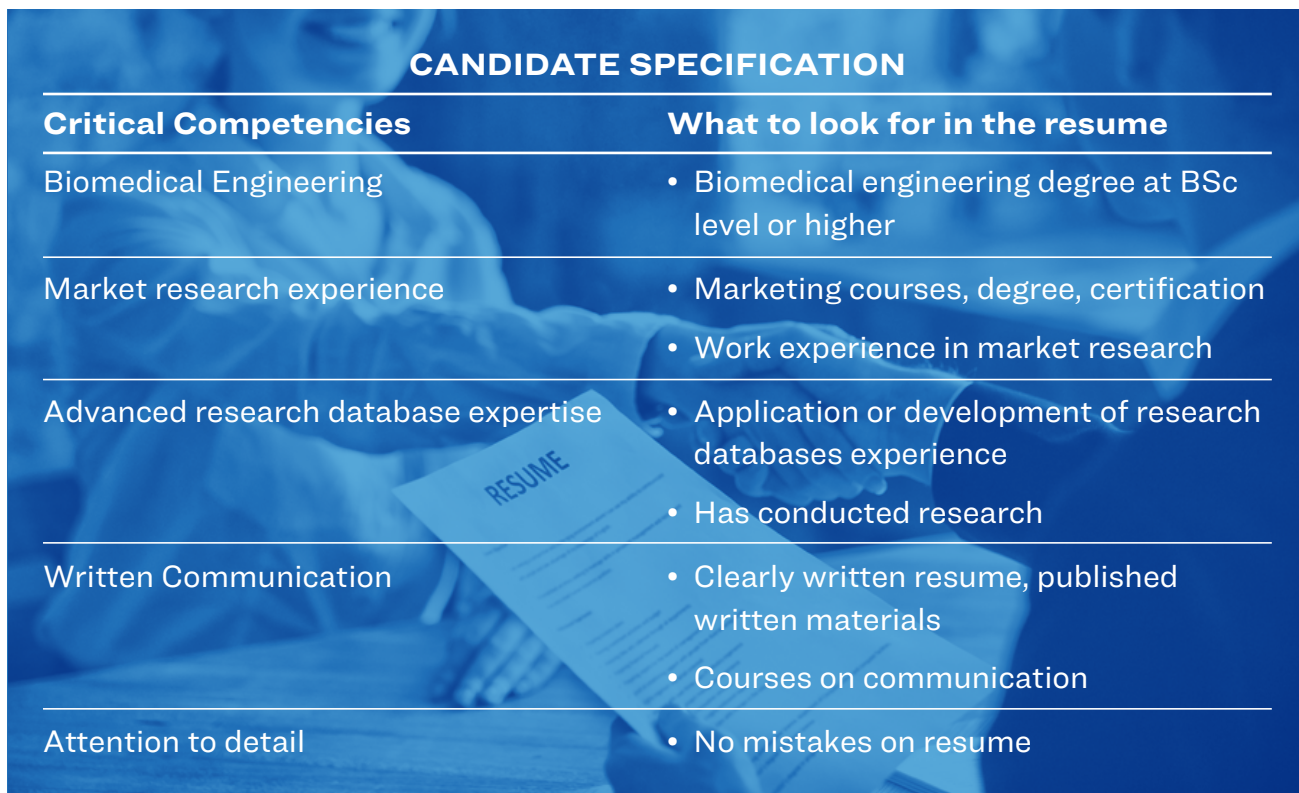
During the actual interviewing stages, it is important to not make assumptions about experience and skill set simply based on title. Probing questions will help clarify the roles, scope and responsibilities the individual had in their current or previous role.

Reviewing Resumes

The candidate specification should be drawn up from the job description. This information can then be used to quickly screen resumes.

The job profile informs the candidate specification and outlines the precise requirements for the job to be performed effectively. As discussed, it serves to identify the necessary education, experience, skills and knowledge of the person who will perform the duties. Length and type of experience required by the company should be included. As discussed, the length of a person's experience does not necessarily reflect its quality as the title of the previously held positions may not reflect the experience that is associated with that title.

The personal values, attributes, skills, knowledge or special features that are not directly related to education or qualifications but are necessary for effective performance should also be determined.



CANDIDATE SPECIFICATION	
Critical Competencies	What to look for in the resume
Biomedical Engineering	<ul style="list-style-type: none">• Biomedical engineering degree at BSc level or higher
Market research experience	<ul style="list-style-type: none">• Marketing courses, degree, certification• Work experience in market research
Advanced research database expertise	<ul style="list-style-type: none">• Application or development of research databases experience• Has conducted research
Written Communication	<ul style="list-style-type: none">• Clearly written resume, published written materials• Courses on communication
Attention to detail	<ul style="list-style-type: none">• No mistakes on resume

The Interview Process

The job interview is the most familiar aspect of hiring. It is important to recognize its possibilities and limitations and to ensure that there has been purposeful preparation and a clear understanding about what information you require about the candidate to make the right hiring decision. The purpose of the interview is to gather objective information that goes beyond first impressions. Ultimately, a successful interview process predicts the candidate's performance on the job.

Regulatory and legislative compliance is an essential consideration in the interview process. Every jurisdiction across Canada has human rights legislation prohibiting discrimination. While there are slight differences in the prohibited grounds in all jurisdictions, they all prohibit discrimination based on race, ethnicity, gender, disability, sexual orientation and age. For more information, see the relevant government website for your industry and jurisdiction, or confer with your legal counsel.

Pre-Screening Candidates

The purpose such an interview is to quickly get to the point of determining whether the candidate should be brought in for a longer more formal interview, so as to not waste the time of the interviewers or the candidate. It is recommended that screening be done via telephone with a focus on confirming the details of the resume and a match to the requirements of the position. This could include asking about courses taken during degree, level of knowledge related to relevant skills reported (i.e. are they just aware of GMP regulations, have they read or received specific training on the regulations) and actual experience related to previous activities. Salary expectations can also be discussed to ensure that the candidate's expectations fall within the range of what the company is offering in compensation.



DURING THE SCREENING INTERVIEW:

You may also consider asking some questions to evaluate level of interest and fit for your organization such as:

1. What are your career goals?
Look for goals that are aligned with the organizational direction or opportunities that the organization can provide.
2. What are you not good at or not interested in doing?
Confirms that you will not be asking the candidate to do things that they are not capable or interested in.
3. What are your salary expectations?

The Interview Stages

The structured interview provides a format for conducting the interview in an organized fashion and has 3 basic parts.

Opening: The start of the interview process is important to set the stage, put the candidate at ease and build rapport.

Body: The body of the interview is that part where questions are asked to determine the skills, knowledge, experience and interpersonal skills of the candidate. Attentive listening is crucial for gaining the information you'll need to assess the applicant.

Closing: Some time must be allotted at the end of the interview for the candidate to ask their own questions. After this, if appropriate, the interviewer can spend some time selling the idea of the company to the candidate. Even if the candidate does not get an offer, or declines the position, it is still desirable to leave them with a positive image of the company.

The candidate should also be given a timeline as to when they will hear back as to whether they will be invited for a full interview.

**ACTION****INTERVIEW IS IN YOUR CALENDAR****Have you done the following?**

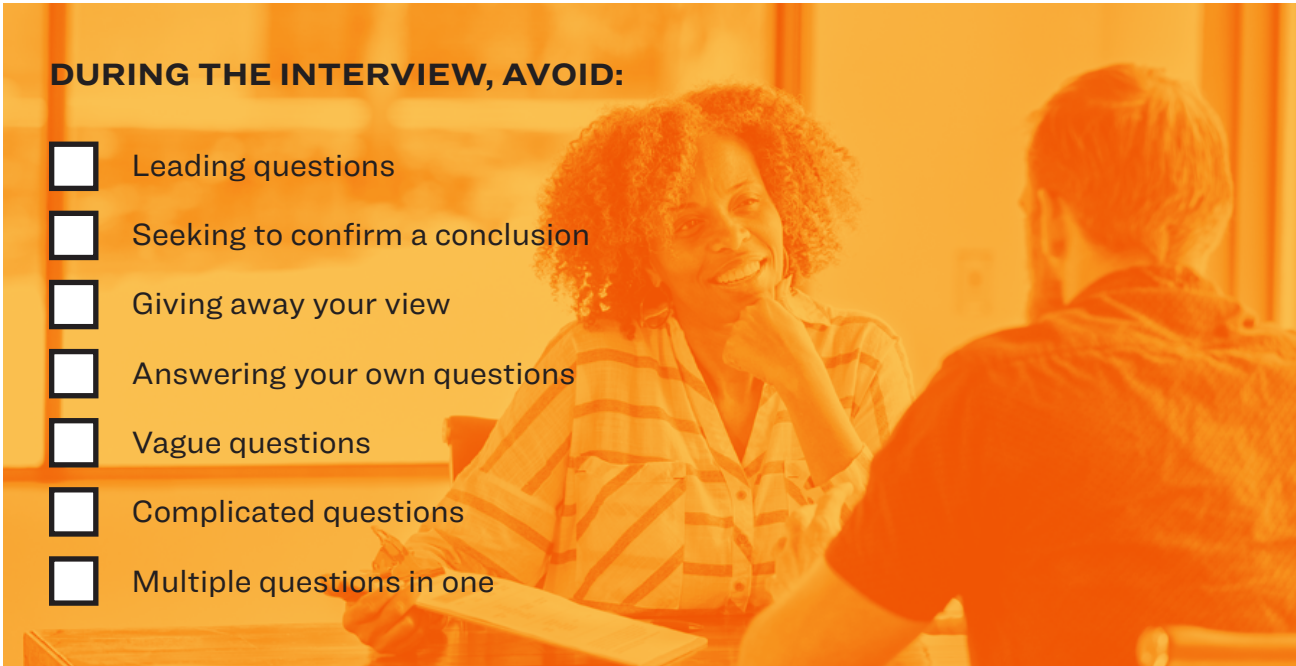
- Reviewed resumes
- Prepared interview questions
- Prepared selection criteria
- Blocked my calendar (ensure no interruptions)
- Booked private space for the interview

Developing Effective Interview Questions

Good questions and good questioning techniques are the keys to an effective. The questions you ask during the interview should be based on an analysis of the job requirements. Each job profile has its unique set of interview questions.

The questions should be prepared in advance of the interviews. However, this does not mean that you cannot ask a question that is not on your list or explore an unexpected topic during the interview. It is important to have a standardized approach in assessing each candidate to eliminate the danger of interviewing in a random way and collecting different information from different candidates.

Behaviour based interviewing focuses on what the candidate has done in the past and is based on the theory that the best predictor of future performance is past performance. Behavioural interview questions are designed to find out how the candidate would react in specific situations. By conducting interviews that draw out such examples of specific candidate behaviour, a hiring manager can have a better sense for the candidate's performance levels and potential fit with the company culture.



Example of a behavioral interview question

What is the competency?

Analytical

What behavior is that competency connected to?

Ability to structure and process data and draw insights from the data.

Opening Question

Tell me about a project, where you had to collect and analyze data and make a recommendation based on the findings.

Follow-up/probing questions
(Depending on answers of candidate, probing questions are asked to ensure clarity of scope of work completed by candidate)

What was your role in the project?
 What actions did you take?
 How long did the project/assignment take?
 What information were you given to complete this task?
 What was the specific work in your role?
 Describe communications during this particular task/project
 What did you achieve?
 Were your recommendations implemented?
 How did this compare to what was expected?

Repeat question to validate ability

Can you give me another example of a time when you had to collect and analyze data?

Complementary to this is situational based interviewing (SBI), which asks the candidate what they would do in a hypothetical situation to predict what they will do in the future. SBI might be most appropriate when the candidates are not expected to have any significant previous work experience. However, where possible ask about some related behaviours that would be relevant, even if they don't have experience, such as how did they prepare for this interview (which would indicate how they prepare for new situations).

Each question should be related to one of the critical competencies required for the position. When preparing the questions, start with the competency, then identify the behaviour connected to the competency. Then draft an opening question asking the candidate to speak about a situation where they exhibited that behaviour and then \ follow-up questions (see example below).

The STAR© model, developed by DDI, represents a component to giving effective feedback and can also provide a framework to ensure the candidate has provided information adequate information in answering the interview question.

ST

Situation or Task

The situation the candidate faced or task they had to complete

A

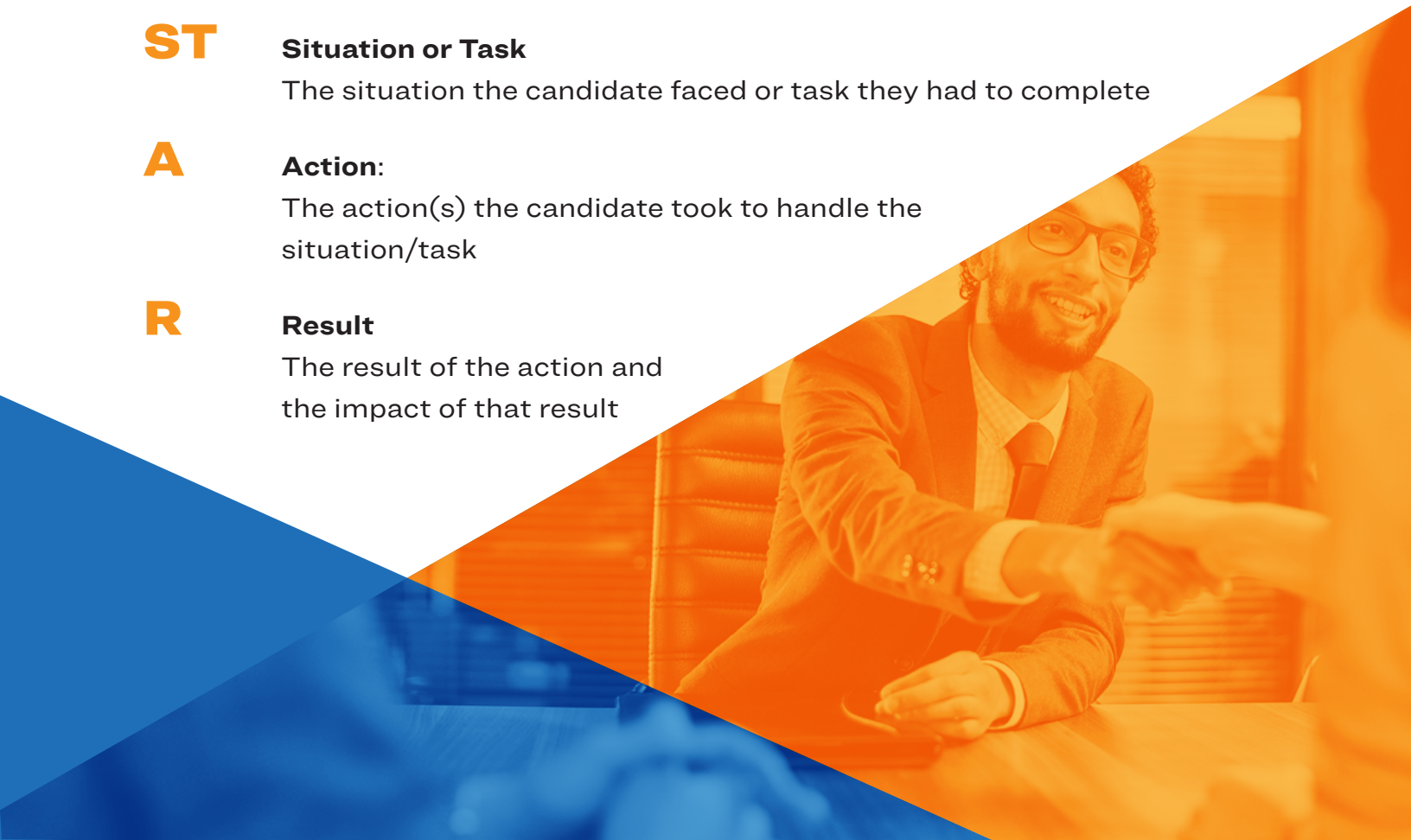
Action:

The action(s) the candidate took to handle the situation/task

R

Result

The result of the action and the impact of that result



The Selection Process

Candidate Evaluation & Selection

Following the interview each interviewer should separately rate the candidate and note the key justifications for their rating. Once all of the candidates have been interviewed the interviewers should come together to make a final decision on each candidate.

Common causes of inaccurate evaluation

Halo effect This is where a few strong factors affect the interviewer's judgement of all of the candidate's other attributes. This often occurs when the candidate's strengths correspond to the interviewer's area of interest.

Horn effect This is the opposite of the halo effect, where one noticeable weakness overshadows the rest of the interviewer's judgements.

Projection This is where the interviewer tries to hire their own clone, regardless of suitability.

Bias This is where the interviewer allows their judgement to be affected by an inappropriate factor, such as the age, social class, or appearance of the candidate, or a shared interest or hobby.

Negativity bias Bad news often tends to overshadow an equivalent or greater amount of good news in our perception, skewing a deservedly positive judgement to the negative.

Stereotyping This is where the interviewer generalizes on the basis of appearance.

In order to avoid these causes of inaccurate evaluation, it is very important to consider having multiple interviewers be responsible for each hire. Also, each interviewer should evaluate the candidates separately before the group evaluation. The interviewers should not talk about the interviews or the candidates between interviews, formulating individual assessments before sharing their ideas with the group. A decision matrix template has been provided in the Appendix to aid in this process.

The Offer

The Final Check Before The Offer Is Made - References

After a decision has been made to hire a candidate, an offer can be made contingent upon the satisfactory completion of references and any required background checks.

The successful candidate should ideally provide three professional references. This list should always include a former supervisor unless the candidate can legitimately justify not being able to include such a person on their list. It is important to obtain written consent to contact the references from the candidate. Some employers will only confirm the details of employment of a former worker while others will discuss work performance.

Once the company receives satisfactory results from all required references and background checks, the successful candidate can be presented with the final job offer. A provision that can be included in the job offer is that if the candidate fails to accept the offer of employment within 7 calendar days, the offer may be rescinded by the company.

Follow Up With Unsuccessful Candidates

Once the successful candidate has accepted your offer of employment, it is important to follow up with the individuals who went through the interview process and were not selected. A timely response advising the unsuccessful candidate that they were not selected supports a positive experience with your company and a strong employer brand.

Congratulations on your Early Career Talent New Hire!

You have made a great decision to hire an early career talent professional!

A Supervisor's Guide has been developed to support the onboarding and the performance management of this new employee to your Company.

Competencies Framework

Template is for Reference Purposes Only

Competencies Framework for XXX Company

Job Classification

Junior Professional / Early Career Professional

Competency Example: Teamwork

- Work collaboratively with team members to complete projects
- Builds strong working relationships
- Contributes effectively in multidisciplinary teams and unfamiliar environment
-

Competency Example: Problem Solving

- Able to quickly identify and address day-to-day issues
- Can identify situations that require escalation without delay
- Can determine best course of action with limited information
-

Technical Expertise (Examples):

- qPCR
- ELISA
- ICH-GCP guidelines
-

Additional Competency (Examples):

- Results focused
 - Professional & technical knowledge
 - Process Expertise
 - Troubleshooting
 - Experimental Design
 - Communication Skills – writing
 - Presentation Skills
 -
-



Job Description Template

Template is for Reference Purposes Only

Complete this form before you begin the recruitment process

Job Title:

Hiring Manager:

Department:

Compensation:

Hours:

Job Summary

Key Duties & Responsibilities

- -
 -
 -
 -
-

Skills & Competencies

- -
 -
 -
-

Education & Experience

- -
 -
 -
-

Physical Requirements & Working Conditions (if applicable)

- -
 -
-

Interview Notes & Summary Template

Template is for Reference Purposes Only

Complete this form before you begin interviewing candidates for an open position.

Candidate Name	Position
Date of Interview	Time
Hiring Manager	Other Interviewers

INTERVIEW NOTES

Question 1: Tell me/us about yourself

-

Question 2:

-

-

Question 3:

-

-

Question 4:

-

-

Question 5:

-

-

Question 6:

-

-

Questions Asked by Candidate:

-

-

Additional notes:

-

-

Candidate Decision Matrix

Template is for Reference Purposes Only

Position

Department

Form Completed By

Date

Enter a score for each of the key areas for each candidate. Consider both your interview notes and the total scores for each candidate to begin to identify which candidate is the right person for the job.

Candidate	Candidate Rating for each Criterion (poor) 1 to 10 (excellent)					TOTAL
	Education	Relevant Experience	Technical Skills	Communication	Teamwork	
						/100
						/100
						/100
						/100
						/100

Candidate	Candidate Rating for each Criterion (poor) 1 to 10 (excellent)					TOTAL
	XXX	XXX	XXX	XXX	XXX	
						/100
						/100
						/100
						/100
						/100

Successful Candidate

Offer Presented Yes No

Notes

Reference Check

Template is for Reference Purposes Only

Candidate has provided written consent to contact references

Candidate Name	Position
Reference Completed by	

REFEREE INFORMATION

Referee Name	Referee Position
Company	

Contact Info Email:	Phone:
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POSSIBLE QUESTIONS:

1. What was your relationship with the candidate?
(Supervisor/Colleague/Classmate/Friend/Other)
2. When was the candidate employed with your company?
3. In what position?
4. Describe duties and responsibilities of candidate.
5. How would you rate the candidate overall?
6. What type of work do you think this individual is best suited for?
7. In what areas did the candidate excel?
8. In what areas does the candidate need to develop?
9. How would you describe the candidate’s work style? Team player/ independent worker? Why?
10. How would you rate the candidate’s verbal and written communication skills?
11. What kind of workplace culture motivates the candidate?
12. How would you rate this person on:

• Initiative	• Resourcefulness
• Collaboration	• Quality of work
• Attitude towards their job and the company	• Communication
13. Would you rehire this person?

Recommended Reading & Resources used in preparing this guide

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