**APPENDIX I: PERMISSIBLE AND NON-PERMISSIBLE QUESTIONS ON AN**

 **APPLICATION FORM[[1]](#footnote-1)**

|  |  |  |
| --- | --- | --- |
| **Prohibited: Ground for Discrimination** | **Permissible Questions** | **Prohibited Questions** |
| Race/colour | None | * Related to physical characteristics i.e. colour of eyes, hair, skin, height, weight or requests for photographs
 |
| Creed | None | * Related to religious affiliation or membership, religious institutions or religious holidays
* Willingness to work on a specific day which may conflict with requirements of a particular faith
* Requests for character references that would indicate religious affiliation
 |
| Citizenship/place of origin/ethnic origin | Are you legally entitled to work in Canada? | * Related to birthplace, nationality of spouse or other relatives
* Canadian citizenship, landed immigrant status or permanent residency
* Requests for proof of Canadian citizenship or Social Insurance Number
* Questions about Canadian experience
* Questions about the name and location of schools attended
 |
| Sex | None | * Categories on application form or inquiries i.e. surname or last name before marriage; Mr., Mrs., Miss, Ms.
* Relationship of person to be notified in case of emergency or insurance beneficiary
 |
| Sexual orientation | None | * Categories inquiring about status i.e. married, divorced, common-law, single, separated
* Information about spouse and their employment i.e. is spouse willing to transfer
 |
| Marital status | None | * Categories inquiring about status i.e. married, divorced, common-law, single, separated
* Information about spouse and their employment i.e. is spouse willing to transfer
 |
| Family Status | None | * Categories inquiring about status i.e. married, divorced, common-law, single, separated
* Related to children or dependants or child care arrangements
* Information about spouse and their employment i.e. is spouse willing to transfer or second income
 |

|  |  |  |
| --- | --- | --- |
| **Prohibited ground for Discrimination** | **Permissible Questions** | **Prohibited Questions** |
| Record of offences | * Employers can refuse to hire someone based on a record of offences only if they can show this is a reasonable and bona fide qualification.
 | * Questions related to whether an applicant has ever been arrested or convicted of an offence, has spent time in jail or been convicted under a provincial statute i.e. Highway Traffic Act, has a criminal record
 |
| Age | None | * Questions related to age, date of birth or requests for birth certificates or baptismal records
* Requests for other documents such as driver’s licence which indicates age
 |
| Disability | None | * Questions about or related to health, disabilities, illnesses, mental disorders, physical or intellectual limitations, medical history, injuries or Workplace Safety and Insurance claims or medication
* An employer is prohibited to ask whether an applicant drinks or uses drugs, whether they have had psychiatric care or if they have been hospitalized for emotional problems
* Questions about accommodation of disability related needs and the nature of the accommodation
* Requirements that the applicants undergo pre-employment medical examination
 |
| New Canadians | None - Ask questions only that will assess the individual’s skills and abilities to do the job | * Questions on Canadian experience
* Require applicants to disclose country of origin or the location of their work experience on job application form
* Cannot ask for local references
 |
| Gender Identity/Gender Expression/Transgender People | None | * Employers must have a valid reason for collecting and using person information that identifies a person’s gender
* Transgender people can have their name or sex designation changed on identity documents and other records. Employers must keep this information confidential
 |

**APPENDIX II TEMPLATE: EMPLOYMENT APPLICATION FORM**

## GENERAL INFORMATION

|  |  |
| --- | --- |
| Position Applying For: | Date available to begin: |
| Name (Last, First, Middle):  |
| Street Address:  |
| Province/Postal Code: | Home Phone:  | Cell Phone: | E-mail Address:  |
| Are you legally eligible to work in Canada? | [ ] Yes  [ ] No |
| Are you 18 years of age or older? | [ ]  Yes [ ]  No |
| Have you been convicted of a criminal offence for which a pardon has not been granted? | [ ]  Yes [ ]  No |

## EDUCATION

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Type of School | **Name of Program** | **Length of Program** | **Did you graduate?** | **Degree, Diploma or Licence obtained** |
| High School:  |  |  | [ ] Yes [ ]  No |  |
| Community College:  |  |  | [ ] Yes [ ]  No |  |
| Trade/Business School:  |  |  | [ ] Yes [ ]  No |  |
| University:  |  |  | [ ] Yes [ ]  No |  |
| Other:  |  |  | [ ] Yes [ ]  No |  |
| Relevant Courses, Workshops, Seminars and Certificates: |
| Verification of Education: the applicant produced the original copy of:Diploma or Degree: [ ] Yes [ ]  No Certificates: [ ] Yes [ ]  No Name of Certificate (s): |

Employment Application Form Continued…

WORK EXPERIENCE (list starting with most recent first)

|  |  |  |
| --- | --- | --- |
| Dates EmployedFrom: To: | [ ] Full time [ ]  Part-timeIf part-time, # hrs./wk.: [ ]  | Title:  |
| Starting Salary:  | Organization Name:  |
| Final Salary:  |  |
| Supervisor’s Name, Title and Phone #:  |
| Main Responsibilities: | Reason for Leaving: |
| Dates EmployedFrom: To: | [ ] Full time [ ]  Part-timeIf part-time, # hrs./wk: [ ]  | Title:  |
| Starting Salary:  | Organization Name:  |
| Final Salary:  |  |
| Supervisor’s Name, Title and Phone #:  |
| Main Responsibilities: | Reason for Leaving: |

Employment Application Form Continued…

**REFERENCES**

|  |
| --- |
| **For employment references, may we approach:**Your current present/last employer? [ ] Yes [ ]  NoYour former employer? [ ] Yes [ ]  No |
| Other References: |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name: | Position: | Company | Phone: | E-mail: |
| Name: | Position: | Company | Phone: | E-mail: |
| Name: | Position: | Company | Phone: | E-mail: |
| **I give permission for the above references to be contacted.****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****Signature Date** |
| **Please Read the Following:**I hereby declare that the foregoing information is true and complete to my knowledge. I understand that a false statement may disqualify me from employment, or cause my dismissal. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**Signature Date** |

 **APPENDIX III TEMPLATE: JOB DESCRIPTION FORM**

|  |
| --- |
| **Company Name:** |
| **Date:**  |
| **Position Title:** |
| **Name of Employee:** |
| **Job Summary:** *(A job summary gives a description of the overall purpose of the job – the reason why this job exists)* |
| **Reports To:** |
| **Major Accountabilities:**  |
| **Education:** |
| **Knowledge, Skills and Abilities:** |
| **Personal Attributes:** |

**APPENDIX IV SAMPLE JOB DESCRIPTION: LANDSCAPE DESIGNER**

|  |
| --- |
| **{Company Name}** |
|  **Date:** October 31, 2014  |
| **Position Title: Landscape Designer** |
| **Job Summary:** Create an integrated master plan which includes drawings with specifications and detailed descriptions for landscaped environments including installation of plants, flowers, trees, shrubs; and construction of structural installations. |
| **Reports To:** Landscape/Horticulture Manager |
| **Major Accountabilities:** * Site assessment
* Plan and coordinate the growth and use of plants for landscaping, ornamental use and other purposes;
* Create project estimates and maintain budgets;
* Builds models for client/project team review;
* Compile data and perform design computations;
* Survey and assess sites, prepare drawings, sketches and reports; and perform other duties in designing landscaped environments;
* Meet with clients to discuss concepts and plans, present proposals and negotiate final pricing;
* Make site visits to track progress and to ensure customer satisfaction during the span of the project;
* Schedule residential construction crews and track costs;
* Generate new business opportunities.
* Comply with required Health & Safety regulations and standards
 |
| **Education:*** Landscape Design Diploma or Landscape Architecture Degree
* Expert level skills in Auto Cad and other landscape design software
* Proficient in Microsoft Office
 |
| **Knowledge, Skills and Abilities:*** Proficient in design and graphic communication skills
* Competent in the technical skills of landscape design
* Complex problem solving
* Critical thinking
* Analyze needs and product requirements to create a design
* Decision making - consider the relative costs and benefits of potential actions to choose the most appropriate one
* Management of financial and material resources
* Time management
* Negotiation/persuasion
* Manage multiple projects and effectively meet deadlines
 |
| **Personal Attributes:*** Creative
* Diplomatic
* Attention to detail
* Self-responsibility
* Ability to work independently

**Personal Attributes (Cont’d):*** Adaptable/flexible
* Proactive
* Demonstrates initiative
* Accountability
* Goal oriented
* Ability to work effectively in a team

  |

**APPENDIX V SAMPLE JOB DESCRIPTION: LANDSCAPE & HORTICULTURE**

 **TECHNICIAN**

|  |
| --- |
| **{Company Name}** |
|  **Date:** October 31, 2014  |
| **Position Title: Landscape and Horticulture Technician** Alternate Titles: Hydroponic Technician, Landscape Gardener, Landscaper, Irrigation Technician, Irrigation/Maintenance Specialist, Lawncare Technician, Pesticide Technician, Construct/Build |
| **Job Summary:** Reads plans and interprets landscape designs to install and maintain landscape environments and construction. Can also be certified/licenced to perform specialist functions to construct and maintain landscape environments. Also plans and interprets landscape designs to install and maintain landscape environments and construction. Duties also include maintaining landscape environments. |
| **Reports To:** Landscape Designer or Landscape/Horticulture Manager |
| **Major Accountabilities:** * Plant bushes, shrubs, trees, flowers and plants in a strategic pattern designed by a landscape architect or designer;
* Spray and dust trees, shrubs, lawns and gardens, as directed, to control insects and disease- Must be PIC or licenced;
* Plan and schedule planting that will thrive in different weather conditions;
* Construct walkways, patios, decks, fences and landscape features;
* Maintain landscape environments by pruning, mowing, edging, trimming, fertilizing and watering;
* Interact with clients and propose new ideas or options for dealing with plant, lawn or tree disease or deterioration;
* Assist in planning and organizing the job, ensuring that sufficient resources and material are available and that the job is completed in the most time efficient manner;
* Follow all health & safety regulations including wearing appropriate protective equipment and following Material Safety Data Sheets (MSDS) for safe handling of fertilizers, herbicides, pesticides and other dangerous chemicals
* May perform specialist functions based on certification or licence to ensure the health of lawns, trees, shrubs, bushes, flowers and plants.
 |
| **Tools & Equipment:*** Small tractors, bobcats, tillers, rollers, mulch spreaders, lawn mowers, etc.
* Power equipment such as shears, saws, picking knives, sod cutters, line trimmers and edgers, aerators, plant augers, drills, etc.
* Hand tools such as pruning shears, handheld and hose-end sprayers, pesticide sprayers, saws, soil cultivators, irrigation heads, etc.
 |
| **Education:*** Secondary School Education
* Preferably Landscape Technician Diploma/Landscape Industry Certification Technician /Landscape Horticulturist ( C of Q/Journeyperson status)
* A provincial licence to apply chemical fertilizers, fungicides, herbicides and pesticides may be required
* Possess a valid Class - G Driver's license
* DZ license an asset
 |
| **Knowledge, Skills and Abilities:*** Ability to read blue prints and drawings and work orders
* Knowledge of landscape and construction techniques and practices
* Knowledge of landscape and construction terminology
* Ability to understand and execute oral and written instruction
* Ability to interpret plans and specifications related to the work assigned
* Trade calculations and numeracy
* Ability to read instructions, warning labels; instructions to store fungicides and pesticides; job instructions and procedures may be required
* Ability to plan multiple job tasks to meet various project deadlines
* Knowledge of handling chemical fertilizers, fungicides, herbicides and pesticides
* Problem solving
* Computer skills
* Ability to lift and work in diverse weather conditions i.e. wet and/or humid conditions; hot or cold weather
 |
| **Personal Attributes:*** Dependability
* Integrity
* Cooperative
* Attention to detail
* Self-responsibility
* Ability to work independently
* Adaptable/flexible
* Proactive
* Demonstrates initiative
* Accountability
* Goal oriented
* Ability to work effectively in a team

  |

**APPENDIX VI SAMPLE JOB DESCRIPTION: LANDSCAPING & GROUNDS**

 **MAINTENANCE LABOURER**

|  |
| --- |
| **{Company Name}** |
|  **Date:** October 31, 2014  |
| **Position Title: Landscaping and Grounds Maintenance Labourer**Alternate Titles: Crew Member, Landscape Labourer, Landscape Garden Assistant, Grounds Maintenance Worker, Sod Layer, Transplanter, Apprentice |
| **Job Summary:** Performs manual duties to maintain well cared for and attractive landscaped areas for residential and commercial properties.  |
| **Reports To:** Site Supervisor/Manager |
| **Major Accountabilities:** * Spread top soil; lay sod; plant flowers, grass, shrubs and trees; and perform other duties to assist in the maintenance and construction of landscapes;
* Cut grass, rake, fertilize and water lawns; fall and spring clean-up weed gardens, prune shrubs and trees; and perform other maintenance duties as directed by supervisor/manager;
* Follow all health & safety regulations including wearing appropriate protective equipment and following Material Safety Data Sheets (MSDS) for safe handling of fertilizers, herbicides, pesticides and other dangerous chemicals;
* Clean working areas and maintain tools and equipment.
 |
| **Tools & Equipment:*** Packers, chain saws, hedge shears, sod cutters, pruning saws, cut-off saws, chainsaws, mowing equipment, string & bush trimmers, power blowers, turf rollers, rototillers, etc.
* Hand tools such as shovels, rakes, hammers, wheelbarrows, picks, pruning shears, handheld and hose-end sprayers, saws, soil cultivators, water sprinklers, etc.
 |
| **Education:*** Secondary School Education is preferable
 |
| **Knowledge, Skills and Abilities:*** Reading: WHMIS labels, equipment manuals, complete logs and incident reports, job instructions and procedures
* Ability to take instruction
* Able to work in a team
* Willingness to learn
* Problem solving
* Customer service
* Ability to lift and work in diverse weather conditions i.e. wet and/or humid conditions; hot or cold weather
 |
| **Personal Attributes:*** Punctual
* Reliable
* Cooperative
* Attention to detail
* Self-responsibility
* Ability to work independently
* Adaptable/flexible
 |

**APPENDIX VII SAMPLE JOB DESCRIPTION: NURSERY & GREENHOUSE**

 **WORKER**

|  |
| --- |
| **{Company Name}** |
|  **Date:** October 31, 2014  |
| **Position Title: Nursery and Greenhouse Worker**Alternate Titles: Horticulture Worker, Hothouse Worker, Hydroponics Worker, Garden Centre (supports customer service ) |
| **Job Summary:** Major responsibilities are plant, cultivate and harvest trees, shrubs, flowers and plants; pest control; and detecting plant disease. Interact with nursery and greenhouse customers by answering inquiries and giving advice and recommendations.  |
| **Reports To:** Nursery/Greenhouse Supervisor or Manager |
| **Major Accountabilities:** * Prepare soil; plant bulbs, seeds and cuttings; graft and bud plants; and transplant seedlings and rooted cuttings;
* Spray trees, shrubs, flowers and plants to prevent disease and pests;
* Continually assess and regulate greenhouse and outdoor irrigation systems to ensure proper watering of plants and fields;
* Provide information to customers on gardening and the care of trees, shrubs, flowers, plants and lawns;
* Explain how to use various garden tools and products and give tips about soil and sunlight;
* Dig, cut and prepare trees, shrubs, flowers and plants for sale;
* Maintain inventory and order materials as required;
* Follow all health & safety regulations including wearing appropriate protective equipment and following Material Safety Data Sheets (MSDS) for safe handling of fertilizers, herbicides, pesticides and other dangerous chemicals;
* Clean working areas.
 |
| **Tools & Equipment:*** Small tractors, forklifts, bed rollers, mulch spreaders and cargo trucks, lawn mowers
* Power equipment such as secateurs, shears, saws, picking knives
* Hand tools such as pruning shears, handheld and hose-end sprayers, pesticide sprayers, saws, soil cultivators
* Point-of-sale equipment: scanners, scales, touch-screens and cash registers
 |
| **Education:*** Secondary School Education
* Completion of college course in horticulture or a related field may be required
 |
| **Knowledge, Skills and Abilities:*** Irrigation knowledge
* Knowledge of handling chemical fertilizers, fungicides, herbicides and pesticides
* Numeracy: calculate material requirements; measuring and weighing products and goods
* Oral communication: customer service, giving instructions
* Problem solving
* Computer skill
* Ability to lift and work in diverse weather conditions i.e. wet and/or humid conditions; hot or cold weather
 |
| **Personal Attributes:*** Dependability
* Integrity
* Cooperation
* Attention to detail
* Self-responsibility
* Ability to work independently
* Adaptable/flexible
* Persistence
* Goal oriented
* Personable
 |

**APPENDIX VIII SAMPLE JOB POSTING: LANDSCAPE TECHNICIAN**

**{Company Logo} LANDSCAPE TECHNICIAN**

ABC Landscaping is a leading landscape maintenance company recognized for taking care of its employees, customers, and landscapes. Our area of expertise is maintaining healthy and appealing landscapes for residential and commercial properties. We take pride in our dedicated staff whose goal is to maintain beautiful lawns, trees, and shrubs. ABC Landscaping is a growing company and looking for individuals who are passionate about positively sustaining the environment and providing our customers with exceptional landscapes. We believe it’s our people that make the difference and provide a competitive compensation and benefit package and training opportunities.

**Key Responsibilities:**

* Plant and maintain lawns, shrubs, and trees on both residential and commercial sites
* Plan a schedule of new growth planting that will thrive in different weather conditions and remove older growth
* Operate and maintain a variety of equipment including bobcats, tillers, rollers, mulch spreaders, lawn mowers, shears, saws, sod cutters, etc.
* Interact with customers to troubleshoot and solve landscape problems
* Assist the Landscape Designer in planning and organizing jobs and ensuring required materials are onsite

**Skills & Abilities:**

* Thorough knowledge of different plant, shrub and tree varieties and standard horticultural practices i.e. planting, pruning, fertilizing, etc.
* Excellent oral and written communication
* Problem solving
* Ability to manage multiple priorities and jobs
* Ability to make decisions and work independently

**Working Conditions:**

* Love of working outdoors is essential and the willingness to work in bad weather conditions i.e. rain, high humidity and heat and cold weather
* Can lift a minimum of 36 kilograms
* During the peak season is willing to work a six day work week with extended hours

**Qualifications:**

* Two year community college diploma in a Landscape Technician program is highly preferred or a High School Secondary Diploma with a minimum of three years’ experience as a Landscape Technician
* ‘G’ class Ontario driver’s licence
* St. John’s First aid Certificate

***If you are interested in this opportunity, please email your cover letter and resume to:*** hr@abclandsaping.com. We thank all applicants for applying for this position; however, only those applicants selected for an interview will be contacted.

**APPENDIX IX: SAMPLE INTERVIEW QUESTIONS: LANDSCAPE TECHNICIAN**

**Job Knowledge**

1. Please describe your background and experience that would make you a strong candidate for this job?
2. What technique do you follow to choose shrubs, plants and flowers by inspecting the type of soil?
3. What are your strengths in landscape design?
4. What areas would you like to gain more experience or knowledge?
5. If I did a reference check with your former manager, what contributions would he/she say you made to your previous company?
6. In your opinion what weather conditions are best for plants to thrive throughout the year?
7. What technique do you use to clean older plants from the garden?
8. What are the key responsibilities of a landscape technician?
9. What are your views in organic growth of plants?
10. What have you liked the most about your last job? The least?

**Behavioural**

1. Let’s say you put a plant in the wrong place and the symmetry of your design will be slightly off. Your supervisor urgently needs you to move on to the next job, what would you do?
2. What was the toughest situation you have had designing a project?
3. Describe a time when you had a design that did not turn out to your original plan and what steps you took to resolve the situation.
4. What was your most successful design project and describe why you believe it was successful?
5. How do you decide what should be priority work when you look at your daily schedule?
6. Describe a situation you faced in your last position which illustrates your problem solving skills. What steps did you take to solve the problem?
7. What is the most creative work project you took on and where did your satisfaction come from when you completed it?
8. Describe a situation when others you worked with on a job disagreed with your ideas on how to handle the problem. What did you do?
9. Give an example of a time you had to do something beyond the call of duty to get the job done?
10. Describe how you would handle a situation where you were required to finish multiple tasks by the end of the day and there was no conceivable way that you could finish them.

**Situational**

1. You are working with a crew and productivity for your group is assessed on how the whole crew performs. One of your crew members is not doing his job. What would you do?
2. You are working on three job sites at a time rotating your time on each of the sites. You haven’t been at one of the sites for a week and when you checked you had not heard any issues from the team working on that site. You make a routine visit on that site and the customer tells you she does not want you to continue the work and for your team to leave. What steps would you take to deal with this situation?
3. You disagree with your supervisor on how to handle a worksite situation and you are concerned that the way he wants to handle it could cause a safety issue. The supervisor is not willing to listen to you. What would your next steps be?
4. You have just been asked to give some advice on lawn issues to a very important customer. It’s an issue that you have never dealt with before. Your manager is not around to help. There is no established precedent or process for dealing with this issue. What do you do?
5. Your team has been working 12 hour days 6 days a week for the past several weeks. You can tell their morale is quickly going downhill. As a team member you feel exhausted as well but the job still needs to be finished to the customer’s satisfaction. What would you do to try and build up the morale with your team members?

\*Resource for technical related questions:

<http://www.interviewquestions.in/landscape-technician-interview-questions.html>

<http://www.interviewquestions.in/gardener-interview-questions.html>

**APPENDIX X TEMPLATE: INTERVIEW EVALUATION FORM**

**{Company Logo} {COMPANY NAME} INTERVIEW EVALUATION FORM**

**Interviewee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Interviewer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Rating Scale: 1 2 3 4**

 **Excellent Good Adequate Unacceptable**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Qualifications** | **1** | **2** | **3** | **4** |
| **Education & Training**: matching the requirements within the job description |  |  |  |  |
| **Work experience**: relevant work experience in the landscape/horticultural industry |  |  |  |  |
| **Technical Requirements**: possesses the knowledge and technical expertise to perform the job functions |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Skills & Abilities** | **1** | **2** | **3** | **4** |
| **Oral Communication:** demonstrates the ability to effectively communicate information  |  |  |  |  |
| **Problem Solving/Analytical Abilities:** demonstrates ability to organize and articulate thoughts, information and ideas during the interview; demonstrates problem solving abilities  |  |  |  |  |
| **Interpersonal:** demonstrates ability to work effectively with others, resolve conflict issues, maintain a good working relationship with peers and managers |  |  |  |  |
| **Motivation/Achievement Oriented:** articulates future goals, aspiration for success, drive and energy |  |  |  |  |
| **Ability to Learn:** demonstrates interest in learning new technical information and developing new skills; willingness to take ownership for personal development |  |  |  |  |
| **Manage Multiple Priorities:** demonstrates an ability to work under pressure; deal with stress; achieve deadlines; produce results |  |  |  |  |
| **Hardworking:** demonstrates the ability to go above and beyond the call of duty; willingness to take on extra responsibility; deal with difficult weather conditions |  |  |  |  |
| **Team oriented:** effective team player; able to work with others to achieve a common goal |  |  |  |  |

**INTERVIEW EVALUATION FORM (CONT’D)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Research** | **1** | **2** | **3** | **4** |
| **Knowledge of company:** able to articulate mission of company, services provided and customer related goals |  |  |  |  |
| **Knowledge of industry:** solid understanding of the Landscape Horticultural Industry |  |  |  |  |
| **Commitment:** demonstrates commitment to contributing to sustainable environmental practices  |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Overall** | **1** | **2** | **3** | **4** |
| **Overall evaluation:** considering all the criteria how suitable is the applicant in fulfilling the responsibilities of the job and fitting the organizational culture |  |  |  |  |

**ADDITIONAL COMMENTS:**

**APPENDIX XI TEMPLATE: REFERENCE CHECK FORM**

**{Company Logo} {COMPANY NAME} REFERENCE FORM**

**DATE:**

**APPLICANT’S NAME:**

**COMPANY CONTACTED: NAME OF CONTACT:**

**TELEPHONE: EMAIL:**

**Script:**  I have received written permission from {applicant’s name} to contact you and conduct a reference check. The information you will share will be held in the strictest of confidence. All the questions are related to {applicant’s name} qualifications to perform the job he or she has applied for with our company.

1. Did {applicant‘s name} directly report to you and if so what was the time frame and length of time she or he reported to you (or) how do you know {applicant name}?
2. What were {applicant’s name} main responsibilities?
3. The position the {applicant’s name} is being considered for is {position name}. The main responsibilities of the position are {give an overview of key responsibilities}. Why do you believe {applicant name} would be successful in this role?
4. How did {applicant’s name} performance compare to other employees with similar job duties?
5. What would you consider to be her or his key skills and personality strengths?
6. Can you give a couple of examples of how {applicant’s name} manages crisis, pressure or stress?
7. In your opinion what motivates her or him?
8. What three words would you use to describe {applicant’s name}?
9. What do you consider {applicant’s name} greatest contribution to your company while she or he was there?
10. What one or two areas of improvement could {applicant’s name} work on as part of her or his development plan?
11. Could you please rate the following with 1 being excellent, 2 being good, 3 being fair, 4 being poor and 5 being unacceptable:
	* Attendance -
	* Dependability -
	* Ability to assume responsibility -
	* Overall attitude -
12. Would you rehire {applicant’s name}?

**APPENDIX XII SAMPLE: LETTER OF OFFER[[2]](#footnote-2)**

**{Company Logo}**

Date

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_;

On behalf of company \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, it is with great pleasure that we offer you the position of \_\_\_\_\_\_\_\_\_\_\_\_\_\_in (location), reporting to (fill in position title).

The terms of your employment will be as follows:

1. **Start Date and Hours of Work**

Your start date will be Monday (Month, day) at 7:00 a.m. Your hours of work during the peak season will be {stipulate the days within the week that will be worked and the number of hours each day}. You will receive the {time allotted for breaks and lunch} for breaks and lunch each day. In the slow season {stipulate whether the individual will be on leave of absence or on call for snow removal}.

1. **Salary**

Your annual salary will be {state amount} less applicable statutory and other required government deductions. Payments will be made to your bank account on a bi-weekly basis (every second Friday) pursuant to our direct payroll deposit plan.

1. **Group Benefits**

You will be eligible once you have successfully completed your three month probationary period for {company name} benefit plan, which is offered to all {company name} employees. Under the benefit plan you will be provided with {state benefits}. We have enclosed a benefit information booklet for your reference. {Company name} reserves the right to amend or discontinue any of the above-noted benefits at its sole discretion, at any time, and without noticed. Should you require further information, please contact {benefit contact name}.

1. **Probationary Period**

Your first three months of employee with {company name} will be considered probationary, during which time your employment may be terminated at {company name} sole discretion with {number of days or weeks’ notice} or pay in lieu of notice.

1. **Vacation**

You are entitled to {number of days} of paid vacation per calendar year, to be taken once you have approved your vacation leave through your supervisor. Vacation requests are dealt with at a first come first serve basis therefore {company name} cannot guarantee that you will receive your vacation per your request.

1. **Termination of Employment**

You may resign your employment by giving two weeks’ written notice to {company name}. Upon your last day of employment you will not be entitled to any compensation or payments other than those accrued up to the effective date of you leaving the company.

1. **Confidentiality/Non-Disclosure**

As per our company policies within the Employee Handbook, which you will sign, you are to adhere to the Policy on ‘Confidential Information and Intellectual Property’. Failure to comply with the policy’s procedures may result in disciplinary action up to and including termination.

1. **Code of Conduct**

{Company name} expects every employee to act in a manner that will enhance the company’s reputation for honesty, integrity and responsibly fulfilling our customers’ contracts. To reinforce its continuing drive for the highest standard of integrity, {company name} has developed a Code of Conduct, which is part of the Employee Handbook, to which all company employees are bound. As a condition of employment you are required to agree to fulfill the Code of Conduct by signing the Employee Handbook. Failure to act in accordance with the Code of Conduct may result in disciplinary action up to and including termination.

1. **Orientation**

{Include information regarding the orientation process}

We are very confident that you will be an exceptional addition to our company, and believe that you will find being a part of our winning team both an exciting and rewarding experience.

Yours truly,

{Name}

{Position}

**ACCEPTANCE**

I have read and understand the contents of the letter of offer. I hereby agree to and accept employment with {company name} on the terms and conditions contained in this letter of offer (including the signing of the Employee Handbook).

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**Employee Signature Date**

1. Adapted from: Ontario Human Rights Commission: Employment: Code Grounds: <http://www.ohrc.on.ca/en/learning/basic-rights-and-responsibilities/grounds-discrimination> [↑](#footnote-ref-1)
2. Adapted from BioTalent Canada HR Toolkit. Module 3: Recruitment, Selection and Hiring: Appendix 3-F: Job Offer Letter Sample: <http://www.biotalent.ca/hrtoolkit> [↑](#footnote-ref-2)