

Example Apprentice Selection Process

PURPOSE: Selecting the right candidate is critical to the overall success of the program. This is part of the process which if completed appropriately will have a direct impact on the long-term return of your program. The right candidates will fill the needed skill gaps and avoid the costly burden of poor performance or unexpected turnover. Even with a large pool of high-quality candidates it is important to have a good selection process in place. A good process will ensure the right people are placed into the program and that your selections are legally defensible. This requires a fact-based, multi-step, structured process which gathers information from many sources and summarizes the results to determine the final candidate selections.

Briefing and Preparation

Responsible Party: HR

- Ensure those participating in the interview process have completed any company-required Interviewer Training, if applicable.
- Develop a general Selection Process. See below for suggested selection steps:
 - **Step 1:** Post the job through the local Job Bidding Process.
 - **Step 2:** Conduct the preliminary screening (time in department, corrective action, any additional local metrics).
 - **Step 3:** Conduct a secondary screening via a Questionnaire/Expression of Interest Form leveraging the skill requirements in the job description.
 - **Step 4:** Conduct interviews.
 - **Step 5:** Conduct Consensus Meeting, if appropriate.
 - **Step 6:** Apply length of service/seniority (as appropriate).

STEP 1: Post the Job Through Local Job Bidding Process

Responsible Party: HR

- Revise current job descriptions for apprentice-specific positions.
- Apprentice positions should be publicized via the company's job posting process. If the position is not able to be filled internally, post it externally. External candidates should meet the same criteria as internal candidates.

STEP 2: Conduct Preliminary Screening

(The sponsor can customize this section to align with local job bidding process)

Responsible Party: HR/Appropriate Department

- Conduct the preliminary screening (time in department, if applicable; corrective action; any additional local metrics, etc.).
- Corrective Action: Determine what level of corrective action is acceptable for internal candidates, if any.
- Time in Department: Determine if internal candidates will be required to have been in their current position for a defined time.
- Any additional local requirements/metrics

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STEP 3: Conduct Secondary Screening Via a Questionnaire/Expression of Interest Form**Responsible Party:** HR/Appropriate Department

- Each candidate that passes the Preliminary Screening could fill out the Apprenticeship Expression of Interest Form.
- This form could be used as a part of the screening process to find the most qualified Apprentice candidate. Only the most qualified candidates would move forward with an interview with the Hiring Manager & team.

STEP 4: Conduct Interviews**Responsible Party:** HR/Appropriate Department

- All qualified candidates should be interviewed with the appropriate Apprenticeship Interview Guides adapted for each specific apprenticeship.

STEP 5: Conduct Consensus Meeting, if appropriate**Responsible Party:** HR/Appropriate Department

- If Consensus Hiring is utilized at the company, they may want to adjust their hiring practices to be more responsive to good candidates. See the [article](#) by Harvard Business Review from July 11, 2022 for helpful suggestions.

STEP 6: Apply Length of Service/Seniority, as appropriate**Responsible Party:** HR/Appropriate Department

- If more than one candidate is identified as the best fit, the hiring team should apply length of service or other criteria as the determining factor.