

<b>Date of Issue</b>	December 2016
<b>Original Date of Issue</b>	June 10, 1995
<b>Subject</b>	<b>INTERVIEW AND SELECTION PROCESS</b>
<b>References</b>	Employment Standards Act Ontario Human Rights Code Education Act Municipal Freedom of Information and Protection of Privacy Act Accessibility for Ontarians with Disabilities Act Ontario's Equity and Inclusive Education Strategy Current Collective Agreements/Terms & Conditions of Employment Policy 3110 – Recruitment of Personnel Policy 3120 – Employment Equity Policy 3130 – Equity and Inclusive Education Board's Mission Statement The Simcoe Path Regulation 274
<b>Contact</b>	Human Resource Services

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**1. General**

- 1.1 This administrative procedures memorandum (APM) shall be used for all temporary and permanent positions.

**2. Interviews**

- 2.1 The norm for any interview shall be between 30 – 60 minutes. Where deemed necessary and appropriate to the position, however, shorter or longer interviews may be held at the discretion of the superintendent, principal, manager or supervisor. In all cases, the interviews must be of sufficient length to determine the suitability of the candidates. Each candidate shall be asked the same series of questions. Follow up questions may be required for clarification purposes.
- 2.2 Interviews will follow a structured, panel format. A structured interview is a standardized process. This type of interview will be conducted with a minimum of 2 (two) interviewers, and focuses on specific job-related questions based on the job description and/or job posting which are designed by the interview team. In certain circumstances, with prior approval from Human Resource Services, informal interviews may be conducted. In the event of exceptional circumstances, interviews may be conducted via video conference. These will be conducted over the phone, via video conference or face-to-face with the applicant and a minimum of 2 (two) interviewers.
- 2.3 Interviews may include presentations based on a question or scenario, testing, skills demonstration, etc. applicable to the position.

- 2.4 At the request of the applicant feedback will be provided regardless of whether or not the applicant received an interview.

### **3. Composition of the Interview Panel**

- 3.1 The person who has the responsibility for filling the position shall be the chairperson and shall designate the members of the panel.
- 3.2 Each panel shall:
- 3.2.1 have a minimum of 2 (two) members
  - 3.2.2 provide for a gender balance, where possible
  - 3.2.3 consist of members from the school or departments with functions related to the position.
- 3.3 In certain circumstances the Manager of Human Resource Services or designate, may assume the responsibilities of the chairperson and/or the panel.

### **4. Preparing for the Interview**

- 4.1 The chairperson, in consultation with the panellists, shall determine and record:
- 4.1.1 the selection criteria for determining the candidates to be interviewed
  - 4.1.2 the questions to be asked during the interview using FORM A4460 - 1a
  - 4.1.3 the list of candidate(s) to be interviewed
  - 4.1.4 the interview schedule
- 4.2 At least one day prior to the interview, the chairperson shall, where possible, provide each panellist with:
- 4.2.1 a copy of the posting
  - 4.2.2 a job description/job fact sheet if such exists
  - 4.2.3 the resumes and/or letters of application of the candidates to be interviewed
- 4.3 Where a test or assessment of an essential job related skill is administered, it must be given to all candidates. The chairperson is responsible for:
- 4.3.1 arranging for the test/assessment of skills
  - 4.3.2 providing a location which is free of interruption
- 4.4 The chairperson shall ensure that every candidate has completed the Consent to Obtain Employment/Performance Reference (FORM A4460 - 2).

### **5. Attendance at Interviews**

- 5.1 All panellists shall participate in the interview(s) of each shortlisted candidate.
- 5.2 In the event of the unforeseen absence of a panellist, the chairperson shall:
- 5.2.1 decide to continue with the interview providing the criteria outlined in item 3.2 are met and the absent panellist's evaluations are discarded.
- 5.3 The Superintendent of Human Resource Services or designate, may attend any interview for the purpose of observing and critiquing the process.

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**6. Guidelines for Conducting the Interview**

- 6.1 The chairperson should:
  - 6.1.1 greet the candidate and accompany him/her to the interview room
  - 6.1.2 introduce the candidate to the panel
  - 6.1.3 thank the candidate for his/her interest in the position and the board
  - 6.1.4 advise that notes will be taken during the interview
  - 6.1.5 briefly describe the interview process
  
- 6.2 Proceed to the predetermined questions (examples of types of questions are behavioural, contextual, knowledge based, rapid fire prompts, etc.).
  
- 6.3 After the panel has finished its questions, provide the candidate with the opportunity to ask questions.
  
- 6.4 Advise the candidate of the expected date of notification of the panel's decision.
  
- 6.5 Advise the candidate of the opportunity to receive feedback.

**7. Selection of Candidate**

- 7.1 Panel members will assess each candidate independently using the rating scale on the Interview Question and Rating Form (FORM A4460 – 1a). The ratings are set as: very strong evidence skill is not present, strong evidence skill is not present, some evidence skill is present, strong evidence skill is present, very strong evidence skill is present and insufficient evidence for or against skill.
  
- 7.2 Panel members shall make the selection decision based on the merits of their records, the resume, interview results, any testing and assessment of essential job skills, job knowledge, as well as any other related documentation as indicated in the job posting. Credentials are required to be part of the selection criteria if they are necessary for a particular position.
  
- 7.3 The independent ratings will be discussed by the committee and the Interview and Skill Rating Summary (FORM A4660 – 1b) will be completed by the Chairperson.
  
- 7.4 After the panel has gained consensus on the preferred candidate(s) and prior to the offer of employment, the chairperson shall ensure that the references provided by the candidate(s) are contacted. The Reference Check Form (FORM A4460 – 3) shall be completed for each reference contacted.
  - 7.4.1 Where a candidate has an employment history, reference checks must be done on that employment history. The reference must be the candidate's current principal, supervisor or manager. If the most recent supervisor is less than 6 (six) months, the previous supervisor may be used as the primary reference.
  
- 7.5 The panel may decide that there are several candidates who could perform the job equally well in which case a second round of interviews may be held.
  
- 7.6 If no suitable candidate is identified, the panel may recommend that the position be posted and/or advertised again.

7.7 With the prior approval of the Manager of Human Resource Services, interviews may not be required for non-posted vacancies.

**8. Notification of Candidates**

8.1 After reference checks have been completed and found to be satisfactory, the chairperson shall:

8.2 Notify the successful candidate and offer feedback on the interview.

8.3 Notify each of the unsuccessful candidate/s and offer feedback on the interview.

8.3.1 The candidate will be provided with the name of the person who will contact them to provide feedback.

8.3.2 Every effort shall be made to provide constructive interview feedback within a reasonable time frame. For teaching positions, this feedback must occur within 30 days of the interview, as per Regulation 274.

8.3.3 The interview feedback shall indicate specific job-related areas requiring more attention and/or preparation and shall represent the panel's collective view.

**9. Collection and Retention of Data**

9.1 At the conclusion of the interview and/or feedback period, the chairperson of the panel shall forward all notes and written materials to Human Resource Services. This includes all materials in the application packages previously given to panel members as well as any test results, Skill Questions and Rating forms, criteria scoring sheets, telephone reference check forms, any handouts provided by the candidates and all original interview notes made by any panel member during the interviews. This material shall be stored in accordance with the Records Retention Schedule.

**Approved**  
**Revised**

June 10, 1995

March 1, 1997; January 15, 1998; December 17, 1998; January 2014,  
November 2016; December 2016

**Issued under the authority of the Director of Education**

**INTERVIEW QUESTION AND RATING FORM**

Position	_____	Candidate	_____
Work Location	_____	Interviewer	_____
Date	_____	Interviewer's Title	_____

**QUESTION:**

**INTERVIEWER'S NOTES:**

SAMPLE

**NOTE:** Further questions may be necessary to clarify the candidate's answers. Write down the questions asked.

**RATING SCALE**

Very Strong Evidence Skill Is Present	Strong Evidence Skill Is Present	Some Evidence Skill Is Present	Strong Evidence Skill Is Not Present	Very Strong Evidence Skill Is Not Present	Insufficient evidence for or against skill
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**INTERVIEW AND SKILL RATING SUMMARY**

Position \_\_\_\_\_ Name of Candidate \_\_\_\_\_

Date \_\_\_\_\_ Chairperson \_\_\_\_\_

Interview Question Rating Form	Very Strong Evidence Skill Is Present	Strong Evidence Skill Is Present	Some Evidence Skill Is Present	Strong Evidence Skill Is Not Present	Very Strong Evidence Skill Is Not Present	Insufficient evidence for or against skill
Question 1						
Question 2						
Question 3						
Question 4						
Question 5						
Question 6						

Technical Skill Rating Summary	Very Strong Evidence Skill Is Present	Strong Evidence Skill Is Present	Some Evidence Skill Is Present	Strong Evidence Skill Is Not Present	Very Strong Evidence Skill Is Not Present	Insufficient evidence for or against skill

RECOMMENDATION: Hire  Do Not Hire

REASON FOR RECOMMENDATION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Consent to Obtain Employment/Performance Reference****One reference must be from your current supervisor  
Character references shall not be contacted**

I, \_\_\_\_\_ hereby give my permission for the Simcoe County District School Board to contact the individuals listed below for the purpose of obtaining an employment or performance reference.

**Reference #1**\_\_\_\_\_  
Name (Please print)\_\_\_\_\_  
Phone Number\_\_\_\_\_  
Title\_\_\_\_\_  
Email Address\_\_\_\_\_  
Organization**Reference #2**\_\_\_\_\_  
Name (Please print)\_\_\_\_\_  
Phone Number\_\_\_\_\_  
Title\_\_\_\_\_  
Email Address\_\_\_\_\_  
Organization

The individuals listed above are authorized to provide the reference information requested by the Simcoe County District School Board.

Please note: Every effort will be made to obtain an employment reference in a timely and confidential manner. In the event of unforeseen or unavoidable circumstances, however, it may be necessary to fax/email your consent form to the persons you have listed as references. Under the *Municipal Freedom of Information and Protection of Privacy Act*, it is unlawful for the Board to fax this form without your written consent. We therefore request that you sign below to permit us to fax/email your reference consent to the appropriate recipient.

Signature of applicant \_\_\_\_\_ Date \_\_\_\_\_

The personal information obtained in the employment/performance reference is gathered under authority of section 171 (1) paragraph 3 of the Education Act (RSO 1990). The information will be used to assess the suitability of the applicant for employment and promotion at the Simcoe County District School Board. Questions about protection of applicant and employee privacy may be directed to the Superintendent of Human Resource Services, Simcoe County District School Board, 1170 Highway 26, Midhurst, Ontario, L9X 1N6. Phone: (705) 728-7570 Fax: (705) 737-6996.

**REFERENCE CHECK FORM**

(To be used for telephone and/or written reference requests.)

Name of Applicant \_\_\_\_\_ Position Applied For \_\_\_\_\_

Person Contacted \_\_\_\_\_

Telephone Number \_\_\_\_\_

Position Title \_\_\_\_\_ Organization \_\_\_\_\_

1. What were the dates of his/her employment with you? \_\_\_\_\_

2. What was the job title of the position he/she held? \_\_\_\_\_

3. What were the duties/responsibilities of the job? \_\_\_\_\_

\_\_\_\_\_

4. What, if any, did you observe to be this person's job related strengths? \_\_\_\_\_

\_\_\_\_\_

5. What, if any, did you observe to be this person's job related limitations? \_\_\_\_\_

\_\_\_\_\_

6. (If not still employed in this organization) Has your organization recorded the reason why this person no longer works for you? \_\_\_\_\_ What is the recorded reason? \_\_\_\_\_

\_\_\_\_\_

7. Is there any information not already dealt with that we, as a prospective employer, should be advised of with regard to the ability of this applicant to satisfactorily perform the job within your organization? \_\_\_\_\_

\_\_\_\_\_

8. Would you recommend this person? Why or why not? \_\_\_\_\_

\_\_\_\_\_

**TO BE KEPT IN CANDIDATE'S FILE**

Checked by: \_\_\_\_\_  
Name Signature Date