

## ADMINISTRATIVE SELECTION PROCESS

Applicants trust that their submissions will be handled in a **CONFIDENTIAL MANNER**; that expectation **must** be respected.

Panel members, in independently determining their short-list, should refer to the **JOB POSTING AND POSITION PROFILE** which will include prerequisites crucial and preferred.

Panel members are well advised to review the very important document attached: *“Employers Guide to Human Rights”*.

An **INTERVIEW GUIDE**, designed with input from all panel members, will ensure that appropriate information is collected from and shared with each candidate. This standardization will assist analysis required at a later stage.

Identifying relevant information to be collected or shared:

1. Responsibilities and duties
2. Candidates’s attitude
3. Candidate’s ability (physical, mental skills)
4. Candidate’s personality (motivation, stability, maturity)
5. Candidate’s potential
6. Candidate’s success in previous employment
7. Candidate’s ability to fit in with others in the department
8. Stability and security of position
9. Salary and benefits
10. Working conditions.

### SETTING UP THE INTERVIEW

Prepare for the interview; study the Job Posting, the Position Profile and the resume. This will serve two purposes:

1. You may elect not to pursue questions on the guide only if they have been sufficiently addressed on the resume.
2. You may identify specific concerns and can plan to investigate those areas more thoroughly.

The guidelines you have taken time to formulate should provide criteria by which to assess each applicant. A feeling at the end of an interview that “Yes, the applicant seems to be pleasant enough and has some of the right experience.” is simply not an adequate assessment.

Panel members should review the **Policy 43.07 “Interview Privileges for Existing Employees”**.

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Ensure that:

- Candidates are advised at the time the interview is booked that a panel of (number) individuals who represent (areas, disciplines) are participating in the interview which should take approximately x minutes.
- Any required assignments or tests are outlined in detail.
- Clear directions to the interview location are given. Advise about paid parking, if appropriate.
- A contact name should be provided in the event of any questions, lateness or cancellation.
- A clear statement of allowable expenses is made outlining **Policy (43.02)** and process for reimbursement of travel expenses.
- The environment is appropriate – the space should afford privacy, comfort, and be free of interruptions.

## THE INTERVIEW

### 1. The Approach

The first impression the applicant will gain comes from the initial greeting. Leaving your office to go out and meet the candidate with a “Hello, (Candidate’s name), my name is \_\_\_\_\_” may seem like a minor point, but it will set the tone for the interview. If you stay in your office behind your desk, and allow someone else to usher the applicant in, this may create a formal atmosphere that may be impossible to overcome. The end result may be an interview in which the applicant is most uneasy about revealing much information.

### 2. Establishing Rapport

Once you are seated, prepare to spend a few moments putting the applicant at ease. If the applicant does not feel at ease, it is unlikely the applicant will risk giving any more information than is absolutely essential. The more information the applicant provides, the easier your job will be in making the final assessment.

### 3. Statement of Objectives

In order to set the record straight, it is advisable to state the objective of the interview, as you see it, so that both of you are working towards a common goal. An example could be “We are here today to discuss your qualifications and work experience to determine whether they are appropriate to the position and also to provide information you need about the position”.

### 4. Information Gathering

This is the meat of the interview and the major emphasis within the process. Armed with the list of questions the panel have prepared plus the resume, you should come away from this stage with enough information to make an assessment of the applicant’s skill,

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knowledge, ability and suitability. If you find that a question is not answered to your satisfaction reword it or break it into smaller segments. Never leave the interview with an important question unanswered. This will make the final decision more difficult.

### 5. Information to Applicant

Once you are confident that you have gained all the information required to assess the applicant, you now must provide the information the applicant requires in order to decide if the position is a viable career path. First, briefly describe the position with its responsibilities and highlights. Outline the positive aspects of the position but do not omit the drawbacks. The candidate will appreciate this candidness, and if successful, will not be in for any surprises. At this point, you should enquire if the candidate has any questions. These may range from the position itself, to terms and conditions of employment, salary, pension, benefits, working hours, etc.

You may refer candidates to:

- The Information Bureau, for more information on Nanaimo, if appropriate – the Human Resources Office often has a supply of information pamphlets (check first);
- The Payroll Office, for an information package on benefit coverage.

### 6. Freedom of Information and Protection of Privacy Act

Based on the principles in the Act, Selection Committee members should be aware that under the Act, candidates may request and receive access to any information which was taken regarding them during the interview process, including members' individual notes. Therefore, it is very important to recognize that the documentation may be available to the candidate at a later date.

This is not merely a theoretical possibility. Since the introduction of this Act, the University-College has received formal requests for access to records from candidates to whom we were obliged to supply copies of information including the individual Selection Committee members' notes.

### 7. Summary

Now it is time to briefly summarize what has taken place in the interview and to advise the candidate of your next course of action.

“We have other candidates to consider but will get back to you by Friday.” Once you commit yourself to a date, you must keep to it. If something unexpected occurs where a decision cannot be made by Friday, be prepared to phone the candidate with a new date. **NEVER** keep the candidate hanging.

“We plan to conduct a routine reference check, in addition to the referees you have given, do we have your permission to contact your present employer?”

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### **8. Analysis**

If you have followed all the stages of the interview, the actual analysis and decision on the applicant should not be difficult. Take out the priority list of job requirements prepared in the planning stage and compare applicant qualifications to job requirements. You may want to rate the applicant on each. From this point, you are now in a position to base your final decision on fact and not feeling. If you must make a guess on any of these qualifications, this would indicate not enough information was gained during the interview. If, after assessment, you are still unsure, there is nothing to prevent the Chairperson (or delegate) from telephoning for required clarification.

### **REFERENCE CHECKS**

Standard reference check forms are available from Human Resources. The committee should determine specifically what information is to be solicited in a reference check.

To be consistent, the task should be assigned to one committee member, wherever possible.

The responses are **CONFIDENTIAL** information to be retained in the Human Resources Office.

Each reference should bear the signature of the employee who collected the data.

References do not form part of the employee's personnel file.

### **INTERVIEW NOTES**

It is advisable to keep notes during the interview which may be used for reference at the decision-making stage and will be essential in defending the decision in grievance/arbitration or in Human Rights situations, if necessary. It may be desirable for one individual to keep notes so others may concentrate more fully on the interview exchange.

These notes should be collected by the Chairperson and retained (in Human Resources) until such time as it would appear there will be no challenge to the decision \*.

Employees, former employees, or other candidates may query the soundness of the decision through informal or formal avenues. Retention of these notes as well as any rating and/or ranking data is required.

All resumes printed should be collected at the end of the process by the Chairperson and returned to Human Resources for destruction of duplicate copies.

\*Freedom of Information/Protection of Privacy Act requires retention for one year.