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CONDUCTING THE INTERVIEW

PURPOSE

1. Professional recruitment interviews are critical in hiring for all positions in the public service. Selection panels should utilize the following practices to ensure fair and consistent treatment of applicants, while fulfilling the Government's commitment to establishing a representative public service.

APPLICATION

2. The following guidelines apply to all departments. They also apply to the boards and agencies of the GN whose hiring is conducted pursuant to the *Public Service Act*.

PROVISIONS

3. Arrange a time and place for the interviews. Decide how the interviews will be conducted; E.g. Personal interviews, telephone interviews and video conferencing may be used to reduce costs and time associated with travel. It is acceptable to mix these types, depending on candidate availability.
4. Schedule the interviews with the candidates. Give the candidates at least 24 hours notice to prepare for the interviews. If the position involves working with a number of policies, acts or regulations you may need to allow more time for the candidates to prepare for the interview.
5. How the selection panel deals with the candidates will affect their impression of the Government of Nunavut. The following details should be covered when setting up interviews with candidates:
 - be courteous;
 - introduce yourself;
 - tell candidates who else is on the selection committee;
 - inform candidates of the position for which they are invited for an interview;
 - advise where and when the interview is to take place;
 - give them the option of using the language of choice (any official language); and
 - indicate the approximate length of the interview and any exercises they may need to complete.

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6. The interview process can be very stressful for the candidate. It is important to make the candidate feel as comfortable as possible so that the selection committee sees the best of the candidate. It is imperative that all candidates are asked the same questions. Each candidate's knowledge, skills and abilities are assessed independently and are also compared with the anticipated responses.
7. Before the interviews, divide the questions among the members of the selection committee. Confirm the process that will be followed, with committee members. Remind members that the candidates' responses will be rated at the end of each interview. Therefore, the members should take notes on the responses. It is also important that committee members have any of their questions regarding either the information on the candidate's resume or interview responses, answered during the interview.
8. Interviews must start on time. Either introduce the selection committee or have each member introduce themselves and explain their involvement. (E.g. Supervisor of the position).
9. The candidate should be told:
 - The approximate length of the interview;
 - That they have the right to have their interview conducted in the official language of their choice;
 - That each candidate will be asked the same questions from a prepared list. If the candidate does not understand the question, clarification can be requested. Any questions can be revisited later in the interview process;
 - That the selection committee members will be taking notes throughout the interview;
 - That they will be rated on a scale of 0-10 (rating guide included in paragraph 20);
 - If there any exercises they may need to complete after the interview;
 - That they will be able to ask questions at the end of the interview; and
 - That you may need to contact any of the supervisors on their resume to verify their responses.
10. Start off with something conversational to help the candidate relax. The response to this question is not rated. The candidate was granted an interview because they met the screening criteria. If the candidate has more education and/or experience than what the screening criteria had

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specified, then their responses to interview questions should reflect the additional skills and knowledge.

11. Throughout the interview:

- try to make the candidate feel relaxed
- remain interested and attentive throughout the interview
- listen carefully to what is said, how it is said, as well as what is not said
- keep the interview on track
- make sure the candidate's questions, concerns, etc. are addressed
- maintain eye contact. Candidates tend to address their answers to the individual asking them the question.

12. Ask each candidate the same questions. Questions can be phrased differently but the context of the questions must be the same. If a candidate mentions something and you want more information, seeking clarification or probing is acceptable. If a candidate is not consistent in the answers given, probe. It is acceptable to rephrase a question such as:

Original question: What kind of training or coursework related to computers do you have?

Candidate response: I do not have any. (But, when they did their overview they mentioned that they took high school secretarial arts program.

Rephrase: You mentioned that you completed the secretarial arts program. Did this program have computer word processing courses in it?

For candidates who are not good at selling themselves, this technique may have to be done throughout the interview. It is not that they don't have the technical skills. It is that they have difficulty expressing themselves. Be careful to not give the candidate the answers when rephrasing. A candidate may not be rated as high in communication skills, but he/she should not lose points because the question was rephrased for them. Behavioural descriptive questions are extremely valuable tools in drawing the candidate out.

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13. The selection panel cannot ask questions prohibited by Human Rights Legislation. Ensure all members of the selection committee are familiar with these and avoid them. If candidates mention their family while discussing duty travel, that's fine. However, it is neither acceptable for a member of the committee to ask about the family situation nor is it acceptable to assume that because a candidate has a family, they may not be at work as often as someone who doesn't. Prohibited topics follow.

Prohibited Interview Questions

Prohibited Topics:

Topics that can not be asked for any reason:

Birthplace	Origin
Marital Status	Race
Religion	Sexual orientation
Gender	Disabilities
Memberships in organizations that can identify any of the above	

Topics that can only be discussed if relevant to the position:

Age (Are you legally able to work?)
Citizenship (Are you legally entitled to work in Canada?)
Education
Criminal Record (Are you bondable?)

No person shall discriminate against a candidate with regard to any term or condition of employment because of:

Age	Mental Disability	Place of Origin
Sex	Physical Disability	Source of Income
Race	Ethnic Origin	Place of Residence
Creed	Social Origin	Sexual orientation
Colour	Marital Status	Pregnancy or Childbirth
Religion	Family Status	Drug or Alcohol Dependency
Ancestry	Political Belief	Record of Criminal Conviction
Language	Pardoned Offence	Military Service
Citizenship		

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14. Give candidates the opportunity to ask questions. If the candidate has not read the job description, ask the departmental representative to give a brief overview of the job and the organizational structure at the end of the interview.
15. Advise candidates that they may be contacted for references.
16. Explain the process that follows. Don't give timeframes, unless they can be met. Remember, the candidate is either looking for a job or a promotion and may be very anxious.

Candidate Rating

17. After each interview, the Selection committee discusses and reaches a consensus on the points to be allocated to the candidate for each question. Flexibility may be needed to reach consensus yet committee members must feel confident in decisions as they may be asked to defend the Committee's decision in either an appeal or complaint to the Minister or Premier.
18. If consensus cannot be reached at any point in the staffing process, the discrepancy should be reviewed by the next level of authority; the Director of Staffing, the Director Regional Operations or the ADM.
19. Unless, a different pass mark is set at the commencement of the interviewing process, candidates must obtain a minimum score of 60% overall to be found suitable. Questions are to be rated out of ten points each so a score of six on each question would result in a suitable candidate. The **rating guide** is as follows:

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Question Rating Scale Descriptors

- 0 No response
Negative impact or outcome with inappropriate language or behaviors
 - 1 No evidence of desired behavior or knowledge present
No understanding of what to do
 - 2 Minimal understanding of desired behavior with no related experience
Demonstrates poor decisions or behaviors for example
 - 3 Developing understanding of desired behavior with no relevant experience
Demonstrates some desired behavior with unsatisfactory outcome
 - 4 A thorough understanding of the desired behavior with no relevant experience
Behavior is not present in experience but in theory only
 - 5 Some evidence of behavior but only some of the time
 - 6 Demonstrates the desired behavior or knowledge in the past in a relevant situation
 - 7 Recent demonstration of the desired behavior or knowledge in a relevant situation but not regularly repetitive
 - 8 Recent demonstration of the behavior in a job specific situation with increased repetitiveness or complexity
Strong evidence of the behavior or knowledge
 - 9 Consistent demonstration of the behavior or knowledge both recently and repetitively in job specific situations
Extremely strong evidence of the behavior or knowledge
 - 10 Demonstrates creativity and/or mature insight into the application of the behaviors in a variety of situations
The WOW factor
20. Total the scores, taking extra care to ensure the addition is accurate and determine percentages. Make sure that each member of the selection committee sign-off the last page on each candidate.

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21. If behind schedule, start with the next interview prior to completing the rating. This is not the preferred way as this can lead to subconsciously comparing candidates' answers to other candidates. If this is done, ensure the committee members take notes and each of the candidate's responses is evaluated against the expected responses and not against another candidate's response.

AUTHORITIES AND REFERENCES

22. *The Nunavut Public Service Act*
Sections 16-22
23. *The Nunavut Land Claims Agreement*
Article 23
24. *Nunavut Human Rights Act*
25. *Canadian Charter of Human Rights and Freedoms*
26. *Canadian Human Rights Act*
27. *Priority Hiring Policy*

CONTACTS

28. For clarification or more information, please contact:

**Director Staffing
Department of Human Resources
Iqaluit, Nunavut
975-6222**

or

**Directors Community Operations
Department of Human Resources**

- **Igloolik - 934-2024**
- **Rankin Inlet - 645-2954**
- **Cambridge Bay - 983-4060**