

Town of Truro – Policy & Procedure Manual

Subject: Standard Hiring Practices Policy
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PURPOSE

The Town of Truro restates its commitment to its Affirmative Action Agreement.

To establish a formal recruitment, hiring, and promotion or transfer process whereby all job applicants and employees are treated without barrier or discrimination in matters of employment.

This policy is a means of providing promotional opportunities for qualified employees, while at the same time allowing for new talent and ensuring affirmative action measures are practiced.

SCOPE

The Standard Hiring Practice Policy and hiring procedures, established within, applies to all Town of Truro employees and applicants for positions with The Town of Truro. It applies to employees in, and applicants for permanent, part-time, seasonal, term/contract and students positions.

This policy may be adapted when hiring in the Police Service, to the extent possible and with such variation as necessary, to comply with the Police Act (Nova Scotia) and regulations, and with the requirements of the Nova Scotia Department of Justice.

1.0 Objectives

1.1 The Objectives are to:

- a. Establish a formal hiring procedure which clearly defines roles and responsibilities;
- b. Establish accountability in the recruitment, hiring and promotion or transfer process;
- c. Establish a fair and equitable recruitment, hiring and promotion or transfer process;
- d. Ensure the best available candidates are chosen;
- e. Consider the Town's desire to have a workforce more reflective of the community it serves;
- f. Encourage promotions from within the municipal unit.

2.0 Responsibilities

2.1 Overall responsibility for implementing this policy and procedure rests with the Chief Administrative Officer (CAO), in conjunction with Council.

2.2 Council shall:

- a. Approve any amendments and/or changes to the Standard Hiring Practice Policy;
- b. Provide the leadership required to establish an environment which will attract and retain members of historically under-represented groups;
- c. Select Interview Board members for the Chief Administrative Officer and Senior Staff positions within the civic workforce;
- d. Be responsible for the hiring and appointment of the Chief Administrative Officer and Department Heads, and in doing so may adapt the procedures in this policy as council deems necessary or appropriate.

2.3 Chief Administrative Officer shall:

- a. Administer and co-ordinate the Standard Hiring Practice Policy;
- b. Ensure the recruitment, hiring, promotion and transfer processes are in accordance with this policy and used in conjunction with applicable Collective Agreements;
- c. Co-ordinate, with the Human Resource Officer (HRO), to actively encourage qualified members to apply from under-represented groups, as identified under the Nova Scotia Human Rights Act;
- d. Approve Interview Board members for all vacant positions within the civic workforce, with the exception of the Chief Administration Officer's position and senior staff;
- e. Recommend to Council changes required in the Standard Hiring Practice Policy.

2.4 Department Heads shall:

- a. Ensure the recruitment, hiring, and promotion or transfer processes are in accordance with this policy and used in conjunction with applicable Collective Agreement;
- b. Administer the hiring and interview process in conjunction with the HRO;
- c. Recommend to the Chief Administrative Officer changes required in the Standard Hiring Practice Policy.

3.0 General

- 3.1 Council and Senior Staff will be provided with an orientation to become thoroughly familiar with the Standard Hiring Practices Policy.
- 3.2 Collective Agreement provisions will be applied in accordance with the processes established herein.

3.3 Primary tools have been put in place to assist with administering the recruitment, hiring, promotion or transfer processes within this policy. Primary tools include:

- 1) Traditional and Behavioral Interview Questions (appendix A and B)
- 2) Hiring Checklist (appendix C)
- 3) Selection Interview Rating Form (appendix D)
- 4) Shortlist Screening Form (appendix E)
- 5) Interview Scoring Sheet (appendix F)
- 6) Interview Scheduling Form (appendix G)
- 7) Offer of Employment template (appendix H)
- 8) Conditional Offer of Employment template (appendix I)
- 9) Unsuccessful Applicant Letter template (appendix J)
- 10) Telephone Reference Check Guidelines (appendix K)
- 11) Telephone Reference Check Form (appendix L)
- 12) Telephone Reference Check Authorization Form (appendix M)
- 13) Medical Clearance Letter (appendix N)

4.0 Recruitment

- 4.1 Departments may not recruit or advertise for a new position until that position has been approved by the CAO. Requests and approval via e-mails acceptable (cc HRO).
- 4.2 When internal positions are filled through promotion or transfer, the position vacated is subject to the internal posting process, with approval from the CAO.
- 4.3 When filling seasonal positions, approval required from the CAO or the Director of Finance, prior to commencement of employment.

Position Vacancies

- 4.4 Permanent, part-time, term, and contract positions or vacancies may be filled by one of the following methods. The method of filling a new position or vacancy will be applied in accordance with applicable Collective Agreements and the Nova Scotia Police Act for police officers:
 - internal candidate search and competition;
 - a simultaneous internal and external candidate search and competition
- 4.5 External Positions - Vacancies requiring external competition will be under the direction of the Department Head and coordinated in conjunction with the Human Resource Officer.

- 4.6 Internal Positions - Vacancies requiring internal competition will be under the direction of the Department Head and coordinated in conjunction with the Human Resource Officer.
- 4.7 Seasonal Positions – Department Heads shall provide the CAO or the Director of Finance with a minimum of five (5) days advance notice prior to the employment start date. In addition, upon termination of the employment, pay staff shall receive one (1) week notice to finalize Record of Employment.
- 4.8 Part-time (Stadium Canteen Staff) Positions – Vacancies requiring immediate staffing will be under the direction of the Stadium Manager in conjunction with the Human Resource Officer. Hiring packages will be prepared by the HRO and retained by the Stadium Manager.
- 4.9 Summer Student Positions – Summer Student positions, including HRSDC Career Placement and Co-Op positions, are under the direction of the Department Head subject to budget provisions. Summer student positions that are supported by other funding resources will follow the criteria laid down by the applicable funding source.

Posting the Position

- 4.10 External Positions – Advertisements will be prepared by the Human Resource Officer and approved by the Head of the Department.
- 4.11 External positions will be advertised in the local newspaper and published on the Town of Truro’s “Employment Opportunities” website. In some cases, positions maybe advertised elsewhere, such as in provincial or national newspapers, specific trade journals, professional organizations, and with Canada Employment Agency. The advertisement will contain the position title; position description; specific requirements of the position; logo of the Municipality; closing date, and included at the bottom of the advertisement “Town of Truro is an equal opportunity employer with an affirmative action policy”.
- 4.12 Internal Positions – Position Postings will be prepared by the Department in conjunction with the Human Resource Officer.
- 4.13 Internal positions will be posted on bulletin boards within respective departments for a minimum of seven (7) days or as otherwise stated in applicable Collective Agreements. In addition, published on the Town of Truro’s “Employment Opportunities” website containing the following information: position title indicating “internal posting”; description and specific requirements of the position; level of compensation; closing date,

and “Town of Truro is an equal opportunity employer with an affirmative action policy” included at the bottom of the posting.

- 4.14 Part-time (Stadium Canteen Staff) Positions – Advertisements will be prepared by the Human Resource Officer in conjunction with the Department.
- 4.15 Part-time positions will be advertised in the local newspaper and published on the Town of Truro’s “Employment Opportunities” website. In some cases, and at the discretion of the Stadium Manager, positions may be posted internally. The advertisement will contain the position title; position description; specific requirements of the position; logo of the Municipality; closing date, and included at the bottom of the advertisement “Town of Truro is an equal opportunity employer with an affirmative action policy”.
- 4.16 Summer Student Positions - Advertisements will be prepared by the Human Resource Officer and approved by the Department.
- 4.17 Summer student positions will be advertised in the local newspaper, Student Employment Centre and published on the Town of Truro’s “Employment Opportunities” website. In some cases, positions maybe advertised elsewhere, such as through Co-Op funding programs. The advertisement will contain the position title; position description, logo of the Municipality; closing date, and “Town of Truro is an equal opportunity employer with an affirmative action policy” included at the bottom of the advertisement.

Applicant Screening

- 4.18 Applicant screening will be based on the essential qualifications and requirements detailed in the job description. Applicants must have the professional skills, e.g., education, and/or required experience for the position or they can be screened out of the competition.
- 4.19 “Preferred” qualifications may be recognized in the screening process and must be detailed in the job description and/or job advertisement. These qualifications are intended to enhance a position and would be considered if two applicants are relatively equal.
- 4.20 Each position will require a job description that identifies the qualifications and requirements, and a minimum education level. Job Descriptions will be prepared and/or reviewed by the HRO, in conjunction with the Head of the Department in which the vacancy occurs.
- 4.21 Applicants shall submit an application for employment and/or applicable resume and forward to the HRO for screening.

- 4.22 Applicants shall be provided the opportunity, if the applicant consents, to indicate if they are a member of the designated employment equity groups as set out in the Nova Scotia Human Rights Act, by completing a Town of Truro Employment Application Form and/or voluntarily self-identify on their resume or cover letter. The Hiring Committee shall be informed of any applicants who self-identify as being a member of a designated group. This will allow the information to be considered during the hiring process.
- 4.23 Employees applying for internal positions shall submit a pertinent resume and forward to the Department Head, in which the vacancy occurs and HRO.
- 4.24 The Chair assigned to the Board or their designate, shall review all applications and/or resumes and shortlist for interviews.

Interview Boards

- 4.25 Interview Boards will be under the authority of the CAO. The Department Head or designate, in which the vacancy occurs shall participate on all boards.
- 4.26 The Interview Board shall consist of a Chair and a maximum of four members. In the case of the Chief Administrative Officer's position, board selection remains with Council.
- 4.27 Any Interview Board members must remove themselves from the interview process if a family conflict exists. For the purpose of this policy, relatives are defined as: father, mother, son, daughter, brother, sister, husband, wife, common-law partner, grandchildren or stepchildren, brother-in-law, and sister-in-law.
- 4.28 Applicants applying for a specific position shall be interviewed by the same Board.

Interview Questions

- 4.29 Interview questions and/or testing are under the authority of the Interview Board. The HRO is responsible for developing a set of interview questions to be reviewed by the Board.
- 4.30 Behavioral and Traditional question styles, established herein (appendixes A and B), shall be used when preparing the interview questions. Behavioral questions examine the applicant's skills and abilities by asking for detailed and precise examples of past job performances. Traditional

questions are more broad-based and will target specific skills that are needed for the position.

- 4.31 Interview questions shall address the qualifications advertised for the position. Each applicant being interviewed for a specific position shall be given the same interview questions. Appropriate follow-up questions should be asked when deemed necessary during each applicant's interview.

Selection Factors

- 4.32 Competencies and Professional skills are the selection factors that will assist the Interview Board in obtaining key information to base a decision or recommendation. These factors are intended to identify the skills, knowledge, behaviours, and abilities that an individual needs to successfully perform the job.

- 4.33 The following competencies will identify specific aptitudes and individual qualities that may be needed or desired for the position, such as:

- | | | |
|---|-----------------------|------------------|
| - interpersonal skills | - personal qualities | - leadership |
| - effective communication | - range of interest | - prioritization |
| - working effectively with others | - planning & strategy | - decisiveness |
| - supervision experience | - job performance | - career goals |
| - training/employee develop | - self assessment | - creativity |
| - problem solving | - work standards | - motivation |
| - interest in self-development | - stress tolerance | - flexibility |
| - membership in designated employment equity groups | | |

- 4.34 Professional Skills recognize education, certifications, and experience that are required for the position.

Rating

- 4.35 The Interview Board shall apply the point ratio process at subparagraph 4.36 and assign a rating to each Competency and Professional Skill prior to the interview. The rating assigned to each criterion should reflect the importance to the job.

- 4.36 A one hundred (100) measurement will be assigned to each interview and allocated as follows:

- Competency Skills scored at sixty (60) percent
- Professional Skills scored at forty (40) percent

- 4.37 This point ratio can be modified, if necessary in order to capture and evaluate specific position requirements.
- 4.38 The amount of points ascribed to the designated employment equity groups will take into account the degree of under representation for that particular characteristic in the work force, and/or, at the sole discretion of the Town, in the Department in question, as compared to the Town demographics.

Interview Documentation

- 4.39 Interview Documentation Packages will be prepared by the Human Resource Officer and reviewed with each board member.
- 4.40 Interview packages will contain the following:
 - a. Applicant's resume and/or application form including any related documentation as outlined in the job advertisement;
 - b. Selection interview rating form;
 - c. Interview scoring sheet;
 - d. Hiring checklist
 - e. Job description;
 - f. Job advertisement;
 - g. Telephone reference check, guidelines and authorization form;
 - h. Schedule of interviews.

Interview Process

- 4.41 The Interview Board shall convene prior to the interviews and complete the following pre-interview process:
 - (1) Short-list resumes and/or employment applications that meet the requirements for the vacant position. Schedule the interviews using the *Interview Scheduling Form* (appendix G).
 - (2) Verify any related documentation, as outlined in the job advertisement, i.e., driver qualifications, criminal record check, etc.
 - (3) Review interview questions ensuring they address the qualifications and requirements needed for the position.
 - (4) Rate the interview questions in accordance with the rating process outlined at subparagraphs 4.35, 4.36, 4.37 and 4.38.

- 4.42 When conducting interviews, each board member will complete the *Selection Interview Rating Form* on each applicant (appendix D). In accordance with subparagraphs 4.36 and 4.38, a rating shall be assigned to each competency and professional skill.
- 4.43 When testing is used, a pass mark will be identified prior to the start of the testing process.

Scoring

- 4.44 Applicants will be interviewed and scored against questions and/or testing that relate to the noted qualifications and requirements listed for the position as per subparagraphs 4.18 and 4.19.
- 4.45 Individual Assessment: The evaluation of the applicants throughout the interview is the responsibility of each board member. Each board member must be able to reasonably defend and justify his/her score.
- 4.46 Group Decision: On completion of the interview, the Board shall discuss and review each board member's score and collectively agree on the value to be assigned to each applicant.
- 4.47 At the conclusion of the interview, the Board shall score the applicant and complete the *interview scoring sheet* (appendix F) and shall recommend to the Chief Administrative Officer the appointment of an applicant.

Reference/Background Checks/Physical Examinations/Testing

- 4.48 Background checks, reference checks, physical examinations and any testing, as appropriate, are initiated by the Interview Board and are to be completed prior to an offer of employment.
- 4.49 When a position requires a background check, the applicant is responsible to make contact with a Police Service or the Royal Canadian Mounted Police and provide a copy of the background check to the Chair of the Board.
- 4.50 Telephone reference checks are to be conducted in accordance with the guidelines outlined at appendix K. Prior to conducting a telephone reference, the applicant must sign the *Authorization Form* at appendix M.
- 4.51 When a position is depended upon medical clearance from a doctor, the applicant will be required to have their doctor complete the *Medical Clearance Letter* at appendix N.

Appointment of Applicants

- 4.52 The Chief Administrative Officer shall consider the recommendation of the Interview Board and may request a copy of the applications of those interviewed, all background information obtained or considered by the interview board and a copy of all score sheets of the board members.
- 4.53 Subject to subparagraph 4.48, the CAO may appoint the recommended applicant, direct further candidate searches, decline to fill the position or make comments to the interview board.
- (a) When the CAO makes comments to the interview board, the board shall reconvene, consider the comments and either confirm its original recommendation or make a new recommendation to the CAO.
 - (b) When the CAO receives the second recommendation, the CAO shall either appoint the recommended applicant, direct further candidate searches or decline to fill the position.
 - (c) In an instance where the CAO does not accept the recommendation of the Interview Board, an explanation must be provided to Council.
- 4.54 When the CAO directs further candidate searches or declines to fill the position, the CAO shall report to Town Council on the circumstances giving rise to and the reasons for the decision to do so.
- 4.55 All appointments of Department Heads or the Chief Administrative Officer are conditional upon approval of Town Council.
- 4.56 The hiring and termination of summer student staff be at the sole discretion of the Human Resource Officer and all communication with the Human Resource Officer or other town staff by any member of Town Council to influence individual hiring or termination decisions are prohibited and shall be reported to the Mayor and Council.

Offers of Employment

- 4.57 An Offer of Employment cannot be made until approval received from the Chief Administrative Officer. The offer of employment will contain the position title, salary, start date, workplace benefits, terms and conditions agreed upon, probationary period, and any pertinent information as discussed during the interview. Refer to appendix H for *Employment Offer* Template.

- 4.58 Conditional Offers - In selected positions and at the discretion of the CAO, an offer of employment is conditional upon the successful applicant providing a medical opinion (appendix N) that the applicant is physically and mentally able to perform the essential duties of the position and the nature of any accommodations that may be required, where applicable. Refer to appendix I for *Conditional Offer* Template.
- 4.59 Offers of Employment are to be made in writing or via e-mail and a written or e-mailed acceptance are required. Deadline for acceptance of employment offers will be 5 days upon receiving the offer.
- 4.60 If the applicant declines the offer, the Board may review existing short-listed applicants for alternate choices. However, the Chief Administrative Officer and the Interview Board may choose to re-post the position at their discretion.
- 4.61 Offers of Employment will be placed on the applicant's personnel file.

Unsuccessful Applicant Letters

- 4.62 Only those applicants selected for interviews will receive *unsuccessful applicant letters* (appendix J). Copies of letters shall be kept in the Administration Department for future reference.

5.0 Illegal Questions under the Nova Scotia Human Rights Act

- 5.1 Interviewers are legally barred from asking questions about citizenship, dependents, pregnancy, medical conditions, maiden name, child care arrangements, or family plans.
- 5.2 Prohibited grounds of discrimination under the Nova Scotia Human Rights Act include:
- age;
 - race;
 - color;
 - religion;
 - creed;
 - sex;
 - sexual orientation;
 - physical disability or mental disability;
 - an irrational fear of contracting an illness or disease;
 - ethnic, national or aboriginal origin;
 - family status;
 - marital status;
 - source of income

- political belief, affiliation or activity; and
- individuals association with another individual or class of individuals having characteristics referred to in the previous grounds

Pardoned Criminal Convictions

5.3 Pardoned criminal convictions are listed as a prohibited ground of discrimination under the Canadian Human Rights Act. An applicant can be asked: “have you ever been found guilty of a criminal offense for which you were convicted and for which no pardon has been granted?”

5.4 Illegal questions to ask during an interview

- Are you married? What is your maiden name?
- Do you have any kids? Are you planning to have any (more)?
- What political party do you belong to?
- Do you have any illnesses we should know about?
- What is your general state of health?
- What nationality are you?
- What church do you go to?
- Do you smoke?
- Where were you born? What is your citizenship?
- Have you ever been arrested?
- How old are you?
- Do you have any disabilities?

Behavioral Interviewing Questions

Behavioral interviewing is a style of interviewing which is defined as an analysis of a candidate's abilities by examining skills that have been used in past job performance.

The main difference between this type of interviewing and a traditional interview is that candidates are asked to give specific examples of how they acted in the past instead of being asked to share their opinions or ideas. Behavioral interviewing is based on specifics - a problem faced in the past, the action taken to overcome the problem, and the results attained. Behavioral interviewing is also based on the theory that past behavior is a strong predictor of future behavior.

Important Points about Behavioral Interviewing:

- Employers predetermine which skills are necessary for the job for which they are looking and then ask very pointed questions to determine if the interviewee possesses those skills.
- In the interview, response needs to be specific and detailed. Particular situations that relate to the question, not a general one. Talk about the situation briefly, what was done specifically, and the positive results or outcome. Three step process: 1. situation 2. action 3. result/outcome
- The interviewee may tell a story for a few minutes; the interviewer may want to ask questions to get at the specific behavior(s). The interviewer can probe further for more depth or detail such as "What were you thinking at that point?" "Tell me more about your meeting with that person," or "Lead me through your decision process."

Behavioral Interview Questions

- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Describe an instance when you had to think on your feet to remove yourself from a difficult situation.
- Give me a specific example of a time when you used good judgment and logic in solving a problem.
- By providing examples, convince me that you can adapt to a wide variety of people, situations and environments.

- Describe a time on any job that you held in which you were faced with problems or stresses that tested your coping skills.
- Give an example of a time in which you had to be relatively quick in coming to a decision.
- Tell me about a time in which you had to use your written communication skills in order to get an important point across.
- Give me a specific occasion in which you conformed to a policy with which you did not agree.
- Describe the most significant or creative presentation which you have had to complete.
- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
- Some situations require us to express ideas or opinions in a very tactful and careful way. Tell me about a time you were successful in this type of situation.
- What proactive steps have you taken to make your workplace more efficient and productive? Specifically describe a policy, project, or system you created or initiated.
- Describe a high pressure situation you had to handle at work. Tell me what happened and what you did in terms of problem solving.
- Tell me about a time when you had to decide whether or not to counsel an employee. How did you determine what action to take?
- Tell us about a situation in which you demonstrated your leadership ability?
- Tell us about a situation in which you were required to work with people at various levels with your organization? What was the most important step that you took to work effectively with these people?

Traditional Interview Questions

The traditional job interview uses broad-based questions which are commonly used in small to medium sized organizations. They provide interviewers with an in depth and thorough interview. Traditional interview questions will assist the interviewer by targeting specific skills that are being sought by an organization. In addition, warm-up and closing questions are included to facilitate a smooth interview.

Warm-Up Questions

- What made you apply for this position?
- Tell us about yourself.
- How did you hear about this job opening?
- What do you know about our organization?

Education

- How does your experience and education qualify you for this job?
- How does your education qualify you for this job?
- What aspect of your education applies to this position?
- What training have you received that qualifies you for this job?
- What training opportunities have you taken advantage of and why?

Experience

- How are you qualified for this job?
- How does your current job qualify you for this position?
- How does your experience qualify you for this job?
- What were your three greatest accomplishments on your last job?
- What are some of the things on your current job you have done well?
- Describe a typical day at your present position?
- What steps have you taken to improve your job skills?
- What significant contributions have you made to the operation of your work group?
- Tell us about your qualifications for this position?
- What skills and abilities do you have?
- What are you most proud of on your resume?

Work History

- What special aspects of your work experience have prepared you for this job?
- How much supervision have you typically received in your previous job?
- What are your strong points and how have they helped you to succeed?

- What is important to you in a company? What things do you look for in an organization?
- Can you describe for me one or two of your most important accomplishments?

Interpersonal Skills

- What do you think your supervisor would say about your work?
- What do you think your co-worker would say about your work?
- What would your boss say about you – both positive and negative?
- What would your subordinates say about you – both positive and negative?
- What three keywords would your peers use to describe you?
- How do you maintain an effective working relationship with your co-workers?

Personal Qualities

- How confident are you that you can successfully perform the duties of this position and why?
- Describe a situation where you came up with a creative solution to a problem.
- Give an example of your ability to work independently.
- What experience have you had in pressure situations?
- Tell me about a situation that would demonstrate the level of confidence that you have in yourself?
- Provide us with an example of how you've asserted yourself in an emergency or high pressure situation?
- Briefly describe the most significant responsibility you have had in your career and what it has taught you?
- What are some constructive methods of dealing with stress?
- How do you deal with risk on the job?
- Name the greatest risk that you've taken?

Leadership

- What personal qualities should a leader have?
- Define leadership?
- What is your strongest leadership skill and how it will assist you for this job?
- Discuss the different styles of leadership.
- Provide us with an example of your leadership ability?
- What is the importance of leadership in the organization?
- Name some of the circumstances under which a leader will fail.
- What role does leadership play for a supervisor or manager?
- What have you done to develop your leadership skills?
- What is the difference between a leader and a manager?
- How do you get people who do not want to work together to establish a common approach to a problem?

Effective Communication

- How do you effectively communicate with others?
- How important is listening to effective communications?
- What are some of the characteristics of a good listener?
- How would you rate your communications skills? Why?
- What are some rules to follow to ensure effective communications with your co-workers?
- What are some of the means of communication in the workplace?
- How would your co-workers rate your communications skills?
- How can a supervisor establish effective communications with staff?
- What means of communication may be used to effectively establish a new policy?
- Are there additional considerations in communicating to groups of employees versus individual employees?
- What are some good rules to keep in mind when directing employees?
- In what instances, is written communication better than verbal communications?
- Communicating with your supervisor is an important aspect of all of our jobs. In addition to being brief, what guidelines should you follow to communicate effectively with your supervisor?
- How would your supervisor rate your communications skills?

Working Effectively with Others

- What experience have you had working with external agencies?
- How do you deal with conflict?
- To what extent have your assignments required interface with other departments?
- In what kinds of situations do you find it most difficult to deal with people?
- Describe to us the extent to which you have worked with executive or top management.
- What has been your experience in working with community organizations?
- To what extent have you worked in an ethnically, socio-economically, and/or culturally diverse community?
- How do you handle difficult people?
- Tell us about your experience in working with volunteers?

Motivation

- How do you motivate yourself to complete unpleasant assignments?
- What motivational techniques do you use with your work unit?
- What can a supervisor do to enhance an employee's job and the employee's motivation?
- What motivates employees?
- Give us an example of your ability to be a self-starter?
- Tell us about a situation where you motivated your staff to extraordinary accomplishments?

- What are some of the ways in which a supervisor can motivate staff?
- Describe how you determine what constitutes top priorities in the performance of your job?

Planning and Strategy

- How do you plan your work?
- What is the importance of planning your work?
- What are the elements included in strategic planning?
- How will you ensure that the implementation of a plan is consistent with the objective of the plan?
- What are the steps involved in developing goals and objectives?
- What is the relationship between goals and planning?
- How would you go about establishing a mission statement for an organization that you supervise?

Prioritization

- You are given a number of assignments. How will you prioritize the assignments?
- Along with your other assignments, you've been given a rush assignment that has to be done. What adjustments or considerations will you make in trying to complete the rush assignment?
- In your supervisor's absence you have been asked to schedule the work of the group for the next two weeks. How would you schedule projects, assignments, and vacations?
- To perform your duties more efficiently and reduce interruptions, what steps should be taken when given a new assignment?

Problem Solving

- What are the essential elements of effective problem solving?
- What are the benefits of collaborative problem solving?
- Provide us with an example of your problem-solving ability?
- Tell us about a situation in which you were required to analyze and solve a complex problem?

Supervision and Management Experience

- What experience have you had in supervision?
- What is the role of a supervisor?
- What experience have you had in resolving grievances?
- What experience have you had in investigating discrimination/sexual harassment complaints?
- What do you like best about supervision?
- What do you like least about supervision?

- What has been your most positive experience in supervision?
- Which aspects of supervision did you feel the most comfortable with?
- Which aspects of supervision did you feel the least comfortable with?
- Having supervisory experience you may have run into problems with a member of your staff. What type of problem did you encounter and how did you handle it?
- Have you hired staff? What qualities did you look for?
- What experience have you had with budget preparations?
- Have you supervised volunteers? Tell us about your experience.
- How would you assess your ability as a supervisor?
- Give an example of a situation that you handled which would demonstrate your ability to supervise?
- Tell us about your experience in supervising clerical staff?
- Tell us about your experience in supervising field workers?
- Tell us about your experience in supervising professional staff?

Training and Employee Development

- How would you go about training a new employee?
- What are the steps to take in identifying training requirements?
- Aside from formal training, what other means may be used for developing employees?
- What factors would you use in evaluating a trainee?
- What is the impact on the organization of inadequate employee training?
- You have one slot available for a personal computer training class. There are two people who have asked to be scheduled. Which factors will you consider in deciding which one of the two people will be scheduled?
- Name the methods available for delivering training to employees.
- In which situations would distance learning be preferable to instructor-led training?
- Have you performed a needs assessment? And, if so, what steps did you take?
- You have been asked to develop a training program. What steps will you take in developing the training program?
- What are the elements of a successful training program?
- What topics would you include in a supervisory development training program?

Job Performance

- Everyone has strengths and weaknesses as workers. What are your strong points for this job?
- What would you say are areas needing improvement?
- Starting with your last job, tell us about any of your achievements that were recognized by your superiors.
- What are some things you would like to avoid in a job? Why?
- In your previous job what kind of pressures did you encounter?

- What are some of the things on your job you feel you have done particularly well or in which you have achieved the greatest success? Why do you feel this way?
- What were some of the things about your last job that you found most difficult to do?
- Can you work under pressure and deal with deadlines?
- How did you change your previous job/make it better?

Career Goals

- What is your long-term employment or career objective?
- What kind of job do you see yourself holding five years from now?
- How does this job fit in with your overall career goals?
- If you could start your career over again, what would you do differently?
- Can you pinpoint any specific things in your past experience that affected your present career objectives?
- What would you most like to accomplish if you had this job?

Self-Assessment

- What kinds of things do you feel most confident in doing?
- How would you describe yourself as a person?
- What do you think are the most important characteristics & abilities a person must possess to become successful? How do you rate yourself in these areas?

Creativity

- In your work experience, what have you done that you consider truly creative?
- Provide us with an example of your ability to delegate work.
- What kinds of problems have people recently called on you to solve? Tell us what you have devised?

Decisiveness

- Do you consider yourself to be thoughtful, analytical or do you usually make up your mind fast? Give an example. (Watch time taken to respond)
- The last time you did not know what decision to make, what did you do?

Range of Interests

- What was your last: book you read, movie you saw, sporting event you attended?

Work Standards

- What are your standards of success in your job?

- In your position, how would you define doing a good job? On what basis was your definition determined?
- How do you decide what assignments to delegate to your staff?

Oral Presentation Skills

- Have you ever done any public or group speaking? Recently? Why? How did it go?
- Have you made any individual presentations recently? How did you prepare?

Written Communication

- Would you rather write a report or give a verbal report? Why?
- What is the extent of your participation in major reports that have been written?

Flexibility

- What do you think about the continuous changes in company operating policies & procedures?
- How effective has your company been in adapting its policies to fit a changing environment?

Stress Tolerance

- What has been the highest pressure situation you have been under in recent years? How did you cope with it?

Interest in Self Development

- What has been the most important person or event in your own self-development?
- Have you taken a management development course?

Closing

- In closing, is there anything you would like to address?
- Is there anything you would like to add?
- Do you have any questions?
- Do you have any closing comments?

HIRING CHECKLIST

Completed	Responsibilities
	Human Resource Officer (HRO) - Reviews and/or prepare job description in conjunction with the Department Head or Chief Administrative Officer (CAO)
	HRO - Post the employment opportunity (newspapers, website, internal bulletin boards, etc.)
	CAO - Approval of interview boards (in cases of senior staff positions, approval is under the authority of Council)
	Chair of the Interview Board and/or Department Head, as applicable - Short-list applicants (appendix E). Verify any related documentation as requested, i.e., drivers qualifications and certifications
	HRO - Prepare interview questions from those established at appendix A and B. Job description and job advertisement are to be used when selecting questions.
	Interview Board – Rate each competency and professional skill prior to the interview. Conduct interviews using the documentation package provided from the HRO. Package shall contain: <i>selection interview rating form, applicant resume, application form, if applicable, position advertisement, job description, rating and scoring sheet, short-list screening form and interview scheduling form, and any additional information as outlined in the job Ad.</i> Reference check guidelines and authorization form, if applicable.
	Interview Board - Initiate background checks, criminal record check, reference checks, physical examinations, testing, as applicable. Ensure applicant signs <i>reference check authorization form</i> , appendix M
	Interview Board - Prepare recommendation of the successful applicant to the CAO (in cases of senior staff position, recommendation will be forwarded to Council)
	Interview Board and HRO - Prepare <i>Offer of Employment or Conditional Offer of Employment</i> , as applicable (appendix H and I) for CAO's signature
	HRO - Prepare <i>Unsuccessful Applicant Letters</i> , appendix J
	Department Head - Employee to sign a Declaration of Confidentiality, if applicable
	HRO - Conduct New Employee Orientation in conjunction with applicable Department Head
	HRO - Create Personnel File. Retain copies of all resumes & interview documentation

TOWN OF TRURO
SELECTION INTERVIEW RATING FORM

General Instructions

Interview Preparation:

- ✓ non-intimidating environment
- ✓ pens and paper
- ✓ no telephone interruptions (cell phones off)
- ✓ each board member will require an interview package when conducting interviews

Interview Board

The Interview Board shall consist of a Chair and a maximum of four members. Selection of the Board is under the authority of the Chief Administrative Officer. In cases of senior staff positions, board selection remains with Council. It is essential that each applicant applying for a specific position is interviewed by the same Board.

Interview Questions

Interview questions are to be selected from those established in this policy. Selection Factors must be rated prior to the interview.

Rating: 100 Point Measurement. Professional skills are intended to target specialized requirements such as education and certifications. Competency skills identify specific aptitudes and individual qualities needed for the position.

The following point ratio is recommended but can be modified by the Interview Board to capture and evaluate specific position requirements.

- **Professional Skills: 40**
- **Competency: 60**

The amount of points ascribed to the designated employment equity groups will depend upon the degree of under representation for that particular characteristic in the work force, as compared to the Town demographics.

SELECTION INTERVIEW RATING FORM

Interviewee: _____

Position Title: _____

Date/Time of Interview: _____

Interviewers (Chair): _____

Interviewers:

- _____
- _____
- _____
- _____

SELECTION FACTORS

Professional Skills: **Rating:** **/40**

Education/Certifications	rating: ____
Requirements	
Assessed:	
Applicant Rated:	
Work Experience/History	rating: ____
Requirements:	
Assessed:	
Applicant Rated:	

SELECTION FACTORS

Competency Skills

Rated: /60

Designated Employment Equity Group: (self identify)

rating: ____

Applicant Rated:

Interpersonal Skills:

rating: ____

Question:

Answer:

Applicant Rated:

Effective Communication:

rating: ____

Question:

Answer:

Applicant Rated:

Oral Presentation Skills:

rating: ____

Question:

Answer:

Applicant Rated:

Written Communication Skills:

rating: ____

Question:

Answer:

Applicant Rated:

Working Effectively with Others:

rating: ____

Question:

Answer:

Applicant Rated:

Creativity:

rating: ____

Question:

Answer:

Applicant Rated:

Decisiveness:

rating: ____

Question:

Answer:

Applicant Rated:

Range of Interest:

rating: ____

Question:

Answer:

Applicant Rated:

Planning and Strategy:

rating: ____

Question:

Answer:

Applicant Rated:

Work Standards:

rating: ____

Question:

Answer:

Applicant Rated:

Personal Qualities:

rating: ____

Question:

Answer:

Applicant Rated:

Prioritization:

rating: ____

Question:

Answer:

Applicant Rated:

Problem Solving:

rating: ____

Question:

Answer:

Applicant Rated:

Flexibility:

rating: ____

Question:

Answer:

Applicant Rated:

Stress Tolerance:

rating: ____

Question:

Answer:

Applicant Rated:

Interest in Self Development:

rating: ____

Question:

Answer:

Applicant Rated:

Job Performance:

rating: ____

Question:

Answer:

Applicant Rated:

Work History:

rating: ____

Question:

Answer:

Applicant Rated:

Motivation:

rating: ____

Question:

Answer:

Applicant Rated:

Career Goals:

rating: ____

Question:

Answer:

Applicant Rated:

Self Assessment:

rating: ____

Question:

Answer:

Applicant Rated:

Leadership:

rating: ____

Question:

Answer:

Applicant Rated:

Supervision and Management Experience:

rating: ____

Question:

Answer:

Applicant Rated:

Training and Employee Development:

rating: ____

Question:

Answer:

Applicant Rated:

Interview Board's Assessment of the applicant to perform the job consistent with the skills and responsibilities of the position.

Applicant's Rating Score:

/100

Comments:

Signature of Interviewers:

Chair: _____

Members: _____

INTERVIEW SCHEDULING FORM

Time:

Applicant:

**TEMPLATE
OFFER OF EMPLOYMENT**

Date:

Addressee:

PERSONAL AND CONFIDENTIAL

Dear Ms or Mr (first and last name of applicant):

Re: Position Title – (Permanent/Contract) - Department

The Town of Truro would like to thank you for your interview, and is pleased to offer you employment as position commencing date.

Your starting salary for the position is (\$) less deductions. This position carries with it a standard probationary period of six months (*refer to applicable collective agreements for probationary periods*), during which time your performance shall be evaluated. There will also be an employee orientation session scheduled upon commencement of the position and information with regards to our policies, procedures and benefits will be discussed with you at that time.

Your employment will be subject to the terms of the (applicable Collective Agreement or Non-Union Personnel Policy), a copy of which is enclosed.

If you are in agreement with the terms set out above, please sign the enclosed extra copy of this letter in the space provided and return to me.

I am confident that you will fulfill the responsibilities of position in a professional manner for the Town of Truro. Should you have any questions, please do not hesitate to contact our office at phone number.

Congratulations on your appointment.

Yours truly,

Signature

Encl: 1

I have read, understand and agree with the above. I accept employment with the Town of Truro on these terms and conditions.

Dated this _____ day of _____, 200 _.

Signature of Employee

**TEMPLATE
CONDITIONAL OFFER OF EMPLOYMENT**

Date

Addressee

PERSONAL AND CONFIDENTIAL

Re: Position Title (permanent/contract) - Department

Dear (first name of applicant)

Please accept this letter as notice of your appointment as **position** for the Town of Truro, effective **date**. As discussed during your interview, the terms of this position are conditional upon the results of your medical examination.

The terms of the position include:

- a.
- b.
- c.

I am confident that you will fulfill the responsibilities as **position** in a professional manner for the Town of Truro. Should you have any questions, please do not hesitate to contact our office at **phone number**.

Yours truly,

CAO Signature

I have read, understand and agree with the above. I accept employment with the Town of Truro on these terms and conditions.

Dated this _____ day of _____, 200 _.

Signature of Employee

**TEMPLATE
UNSUCCESSFUL APPLICANT LETTER**

Date

Addressee

PERSONAL AND CONFIDENTIAL

Dear Ms or Mr (first and last name of applicant):

Re: Position Title – Department

On behalf of the Town of Truro, I would like to thank you for your interest and effort regarding the ***position and department***.

I regret to inform you that you were not the applicant chosen for this position. Please be advised that your application will be kept on file for a period of one year and will be reviewed if a position becomes available that requires your qualifications.

I wish you much success in your future endeavors.

Yours truly,

CAO Signature

Telephone Reference Check Guidelines

Permission must be given from the applicant to contact references. The applicant gives permission for reference checks by signing the ***Reference Check Authorization Form***. You should remind the applicant during the interview that references will be checked. You must check all references prior to making a job offer.

The following guidelines should be used when preparing to check an applicant's reference:

- Review the applicant's resume and interview responses.
- Decide what questions you want to ask that are linked to the responsibilities in the job description.
- Plan your questions in advance.
- Ensure you are in a private area.
- Identify yourself immediately, explain your position and tell the employer why you are calling.
- Assure the employer that the information discussed will be held in confidence.
- Establish a comfortable rapport with the employer.
- Tell the employer about the position for which the applicant is being considered.
- Let the employer talk freely without interrupting.
- Be alert for obvious pauses, which may indicate the employer may have other information to share, but is hesitant to do so.
- Ask only job-related questions. Do not retain unsolicited personal information
- Thank them for their time.
- DON'T leave a callback message if the employer is not available.
- DON'T ask questions that can be answered with a simple "yes" or "no".
- DON'T end the conversation until you are sure you know the opinion of the employer.

- DON'T ask any questions on the basis of race, color, sex, age, religion, national origin, marital status, sexual orientation and disabilities
- DON'T ask questions about the applicant's citizenship, dependents, pregnancy, medical conditions, child care arrangements and family plans.

Telephone Reference Check Form

Applicant: _____ Date: _____

Potential Position: _____

Reference Contacted: Name: _____ Position: _____

Company: _____ Phone: _____

Responsibilities: (job description)

Verify applicant's dates of employment. from: ___/___/___ to: ___/___/___

What is/was the applicant's job title?

What are/were some of the job duties the applicant performed?

Why did the applicant leave your employment?

Is/was the applicant dependable? ___ Not Very ___ Moderately ___ Very

What strong work characteristics does/did the applicant possess?

What are/were some of the applicant's areas of development?

Does/did the applicant take responsibility for self-development? Please give an example.

Does/did the applicant require more than normal supervision?

How well does/did the applicant adapt to change? Please give an example.

What types of personalities does/did the applicant get along with? What types of personalities does/did the applicant have problems with?

Does/did the applicant supervise other employees? _____ Yes _____ No, If yes, how many? _____

How does/did the applicant handle conflict or confrontational situations?

If you had one word to describe the applicant, what would it be?

Would you rehire the applicant? _____ Yes _____ No Why or Why not?

Name of Verifier: _____ Title: _____

Signature: _____ Date: ___/___/___

Reference Check Authorization Form

I hereby authorize any person or organization I have listed as a references listed below to disclose in good faith any information they may have regarding my qualification and suitability for employment with the Town of Truro. These checks are to be made in connection with my application for the position of _____ and must be carried out within thirty days of the signing of this document.

References:

Name	Organization	Phone Number

Applicant's Signature

Date

Interview Board Member

Date

**TOWN OF TRURO
MEDICAL CLEARANCE LETTER**

To Whom It May Concern:

Based on the results of the pre-placement medical evaluation conducted on _____,
Date

I hereby certify that _____ is medically fit to complete
Name

job requirements as outlined in the job description, a copy of which is attached.

_____ for the Town of Truro.
Job Position

Physician's Name: _____

Physician's Signature: _____

Date: _____