

Hiring Manager's Guide to Staffing

IN THE GOVERNMENT OF ALBERTA

10 STEPS TO FIND THE RIGHT FIT FOR YOUR TEAM

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TOOLS AND RESOURCES:

[Staffing Principles](#)

[Competition Process Chart](#)

[Strategic Staffing Plan Conversation Tool](#)

[Minimum Recruitment Standards](#)

[APS Competency Model and Levels of Excellence](#)

[Interview Assessment Guide](#)

[New Employee Orientation Site](#)



10 STEPS TO FIND THE RIGHT FIT FOR YOUR TEAM

STAFFING PRINCIPLES

The purpose of the Government of Alberta Staffing Program is to attract and recruit top talent, from within and outside the Alberta Public Service (APS), to deliver quality programs and services to Albertans. Through collaborative and innovative staffing strategies, hiring managers and human resource (HR) professionals work together to build a strong and sustainable workforce.

The following five ***Staffing Principles*** are integrated and demonstrated in the way staff are recruited and selected:

1. Staffing is a partnership.

Managers and human resource professionals work together to identify and address workforce needs, ensuring fairness and integrity of the staffing process. Human resource professionals provide expert advice, guidance and assistance to hiring managers accountable for selection decisions.

2. Staffing addresses the current and future needs of the Government of Alberta.

Staffing is strategic, innovative and flexible. Strategies are aligned with the Government of Alberta's business objectives and workforce plans, considering labour market trends and the economic environment.

3. Staffing has appropriate balance of access to employment opportunities.

Decisions on the accessibility of staffing opportunities reflect the need to balance several important objectives including:

- access to opportunities by employees to encourage them to stay and build their careers within the Alberta Public Service;
- the importance of motivating top talent from outside the organization to join the Government of Alberta.

4. Staffing is efficient, effective and fair.

Processes and practices are efficient in time and cost, and effective in selecting the right people for the right roles. Staffing decisions are impartial and consistent with staffing legislation and the policy framework. Participants in the staffing process feel that they have been treated equitably.

5. Staffing is conducted in accordance with the Alberta Public Service values.

Processes and practices are conducted with respect, accountability, integrity, and excellence.



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The Staffing Principles are in line with the [Public Service Act](#) which outlines the methods that can be used to fill positions and the policy of selecting the most suitable applicant, giving preference where possible to internal applicants.

There may be situations where employees or applicants challenge selection or appointment decisions made during the staffing process. Using the Staffing Principles as the foundation to guide our actions and decisions helps to avoid these challenges.

Additional information on authority and conditions for appointment, as well as challenges to selection and appointment decisions, can be found in the [Alberta Public Service Staffing Overview](#) directive.

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ROLES & RESPONSIBILITIES

Hiring Managers

Provide a clear understanding of the job and job requirements in terms of immediate and future needs. They work in partnership with HR Consultants to determine recruitment strategy, prepare the advertisement, and screen and interview applicants. The decision to appoint from among the certifiable applicants is the responsibility of the hiring manager.

Human Resource Consultants

Provide expert advice and assistance to hiring managers in areas such as recruitment strategy, interview techniques, methods of evaluation and policy interpretation. They work in partnership with hiring managers throughout the staffing process.

Ministries are responsible for maintaining complete competition and exemption from competition records to support all staffing decisions, and are the first point of contact for addressing concerns or challenges surrounding a specific staffing action.

WHO IS RESPONSIBLE FOR WHAT		
	Manager	HR
PREPARATION AND PLANNING		
1. Strategic conversation to discuss: strategic workforce planning, the work, the person, the staffing strategy, the media and job ad, and an overall project plan.	X	X
2. Update job description (if required).	X	
3. Ensure budget requirements are met.	X	
4. Complete Staffing Request form, obtain approvals and send to HR.	X	
5. Review and confirm information in Staffing Request.		X
6. Ensure there are no position abolished employees who must be given first consideration for the position.		X
COMPETITION		
Advertising		
1. Discuss screening criteria (based on minimum recruitment standards) based on strategic conversation.	X	X
2. Prepare ad based on screening criteria and strategic conversation.	X	X
3. Submit ad for advertising.		X

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WHO IS RESPONSIBLE FOR WHAT		
	Manager	HR
Screening & Interviewing		
1. Screen competition based on the qualification statement in the ad.	X	X
2. Schedule interviews.		X
3. Develop interview assessment guide, with questions to cover all identified sub-factors, based on strategic conversation.	X	X
4. Conduct interviews and make final selection decision.	X	X
Pre-Employment Checks		
1. Conduct reference checks on top candidate(s), based on sub-factors in interview assessment guide.	X	X
2. Coordinate the completion of security screening if applicable.		X
3. Verify post-secondary academic credentials.		X
4. Obtain drivers abstract if applicable.	X	X
Employment Offer & Regrets		
1. Determine appropriate salary, start date, probationary period and, if applicable, obtain approval for interview and relocation expenses, etc.	X	X
2. Make the verbal offer.		X
3. Regret candidates who were unsuccessful as soon as an offer has been accepted or no suitable candidates were found.		X
4. Prepare and send out the written offer letter.	X	X
5. Forward signed offer letter and related documentation to payroll.		X
EXEMPTION FROM COMPETITION		
1. Review the rationale for an exemption from competition.	X	X
2. Assess candidate to ensure they are certified as being qualified for the position. (Note: If using the rationale "effective utilization of employees" and the candidate is not certifiable, a developmental plan needs to be in place.)		X
3. Confirm appropriateness of exemption from competition as the staffing strategy and forward documentation for appropriate signature and finalization.		X
4. Conduct pre-employment checks as required (e.g. references; security screening; academic credentials; etc.).		X
5. Prepare and send out the written offer letter.	X	X
6. Forward signed offer letter and related documentation to payroll.		X

The [Competition Process Chart](#) provides an overview of the competition process, roles and staffing timeline targets.



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STEP 1: PLANNING (STRATEGIC STAFFING PLAN)

Effective preparation is an integral part of the staffing process. A more deliberate and focused planning approach will help support timely hiring decisions and high quality hires.

The *Strategic Staffing Plan* is a conversation tool to support both HR professionals and hiring managers, and is intended to facilitate strategic discussions and a project management approach to the staffing process. The tool is flexible in that it can be used to support ongoing conversations between you and HR throughout the year, and/or at the onset of a specific staffing request.

The tool covers a number of topics, organized by project management step. Depending on the specific situation, and the timing of the conversation(s), you determine which topic areas are most relevant and what information you need to gather in preparation for the strategic conversation(s):

- *Project Plan*: Initiate, develop, execute and evaluate a staffing project plan. Set timelines/dates and adjust as necessary throughout the staffing process.
- *Strategic Workforce Planning*: Proactive planning enables thoughtful consideration and response to current and future workforce challenges. Vacant positions and newly defined work are opportunities to connect staffing to business and workforce plans, considering both current and future needs.
- *The Work*: Examine the emerging and long-term needs of the position and the organization.
- *The Person*: Recruit individuals that not only have the competencies needed for today, but also have the potential to be strong contributors to the APS in the long term.
- *Staffing Strategy*: Customize your staffing strategies to attract the best talent, considering all potential labour pools.
- *Media and Job Advertisement*: Develop a targeted strategy to attract the talent you need.

Strategic conversations and a project management approach will assist you to:

- Create a strategy to attract the best talent and consider all labour pools.
- Gain a better understanding of the work requirements and the behavioral and technical competencies needed, now and in the future.
- Clarify roles, accountabilities and timelines.
- Develop the screening criteria, job advertisement and interview questions.
- Strengthen the HR and hiring manager business partnership.

NOTE: If a position is available for staffing, ensure that there are no position abolished employees who must be given first consideration for the position. You can verify this information with your HR Consultant.



STEP 2: STAFFING METHOD

Appointments

As outlined in the Public Service Act (PSA), an individual can be appointed to a position in the APS by either a **competition** or an **exemption from competition**. The normal method of appointment in the APS is by competition.

Appointment to a position is interpreted to mean an appointment to a salaried position with specific terms and conditions of employment.

The following **are** considered appointments:

- when a vacant salaried position is filled
- when a change occurs that results in what could be *perceived as a new role* for an existing employee or as a *job opportunity* by other employees, specifically:
 - A significant or substantial portion of the duties change (same, higher or lower level). Note: There will be some judgment needed on whether an appointment or a reclassification is the most appropriate approach (e.g. should there be an opportunity for employees to compete; will the work be assigned to an employee).
 - Other terms of employment change in some fundamental way (e.g. employment status (such as “wage” to “temporary salaried”), ministry, or geographical location).

The following **are not** considered appointments:

- a temporary reduction or increase in an individual's hours
- an individual returning to their base position occupied before a secondment or a leave
- wage employment

In partnership with your HR Consultant, determine the most appropriate appointment method for the situation considering the career service concept, a fair and transparent process, and the balance between providing reasonable access to job opportunities for current employees (ministry and cross-government) and members of the public.



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Competition

Section 16(1) of the Public Service Act describes the three scopes of competition used in the APS: **open**, **limited** and **departmental**.

In recommending the scope of competition, consider the following factors:

- The supply of applicants is large enough to ensure the selection of a suitable applicant.
- The ability of existing APS employees (within and outside the ministry) to have access to opportunities to encourage them to stay and build their careers within the APS.
- The ability of the public to have reasonable access to public service jobs and the importance of motivating top talent from outside the organization to join the APS.

Competition Overview

Scope	Purpose	Eligible To Apply	Not Eligible to Apply
Open	<ul style="list-style-type: none"> • Normally used to recruit to entry-level or hard-to-recruit classes and locations, or when you want to compare the quality of internal applicants to the external market. 	<ul style="list-style-type: none"> • general public • APS salaried, contract of employment and wage staff • Canadian citizens, permanent residents, and individuals eligible to work in Canada 	
Limited	<ul style="list-style-type: none"> • Normally used to recruit to classes in which a sufficient pool of qualified in-service applicants from across the APS exists that may be interested in applying. 	<ul style="list-style-type: none"> • APS employees in salaried temporary and permanent positions and contracts of employment • individuals employed by a provincial board, agency or commission that falls under the PSA 	<ul style="list-style-type: none"> • general public • wage staff (regular, 1450 and 2850 hour) • individuals employed by a provincial board, agency or commission that does not fall under the PSA
Departmental	<ul style="list-style-type: none"> • Normally used to recruit to classes that are above the entry level and specialized or unique to a ministry when there are qualified applicants within the ministry AND it is unlikely that there are interested and qualified applicants in other ministries. 	<ul style="list-style-type: none"> • APS employees in salaried temporary and permanent positions and contracts of employment in the specific ministry recruiting to the position 	<ul style="list-style-type: none"> • same as above, plus • employees in other ministries

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Exemption from Competition

Section 16(3) of the Public Service Act lists three rationales for exemption from competition. One of the three following conditions must be present for a legal appointment:

- **Specialized knowledge or qualifications:**
The person to be appointed has specialized knowledge or qualifications which are unlikely to be bettered through competition.
- **Urgency:**
The urgency of the requirement is such as to render the competition procedure impractical. These are rare, but you may have a situation where a delay in staffing the position would significantly disrupt program operations and where a qualified candidate is readily available.
- **Effective utilization of employees:**
The exemption is necessary for the effective utilization of employees. (Note: Persons being considered for appointment under this criterion can only be existing salaried employees.) An example that would fall into this rationale is “redeployment opportunities,” where you need to restrict the field of candidates to a particular work area or group of employees within a ministry (e.g. a work area is undergoing downsizing and you will have to serve notice of position abolishment to those employees that are not successfully re-deployed.)

NOTE: Exemptions from competition where the “appointment date” is prior to the “approved date” (i.e. “backdated exemptions”) are not considered to be legal appointments.

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Staffing Strategies

As noted earlier, it's also important to customize your staffing strategies to attract the best talent. In addition to determining the appointment method (competition or exemption from competition), the following list identifies some examples of staffing strategies you may want to consider:

- Establish eligibility lists of certifiable candidates that can be accessed to fill future vacancies.
- Advertise competitions as “open until suitable candidate found” if you anticipate the position/location is hard-to-recruit and/or to facilitate the immediate hiring of suitable candidates.
- [Student and recent graduate recruitment](#) (e.g. co-op placements; internships) as a long-term strategy to attract and develop a constant source of new talent.
- Secondments: A temporary assignment where an employee assumes another position or set of duties, and returns to his/her base or a comparable position upon completion of the assignment.
- Underfills: May be an effective staffing strategy if a position cannot be recruited to at the existing classification. This involves reclassifying the position to a lower level, proceeding with recruitment and putting a developmental plan in place for the hired candidate.
- Collaboration with other ministries (e.g. internship programs that offer a rotation between different ministries; running one competition to fill similar vacancies in several ministries).
- Promoting employment opportunities to under-represented segments of the labour market (e.g. aboriginal people, persons with disabilities, the mature workforce, and new immigrants). You may be interested in getting involved with the [Ambassador Program](#), which offers a variety of tools and resources to promote the Government of Alberta as a positive career choice.

The potential for career development and growth is often marketed as a positive aspect of employment with the APS. It's important to keep this in mind when determining your staffing strategy – considering employees in your ministry as well as those who may be interested and qualified in other ministries.



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STEP 3: ADVERTISING

A targeted advertising/media strategy will attract the “right” applicants and enable candidates to apply effectively. Using the information gathered during the strategic conversation, write directly to your target candidate providing information that will appeal to and motivate him/her to act on the ad. Remember, your job ad is the candidate’s first impression of the Government of Alberta as an employer.

Ad Writing Hints

- Don't make your readers sift through extraneous information. Hook them, push them through the ad, and get them to act.
- Identify the key qualifications and competencies needed for successful performance.
- Attach a position profile to your ad posted on the GoA Jobs website. This is a great opportunity to provide additional information to the candidate.
- Highlight the communities, lifestyle and special allowances when advertising in rural and hard-to-recruit locations.
- Provide links to make potential candidates aware of additional information. For example, the [Research Careers/Calculate Pay & Benefits](#) tool provides the total compensation (salary and benefits) for each classification level.
- Determine the week that interviews will be held and include this in your ad as this will keep the process moving.
- Include a contact name and phone number and/or email address in the ad.

Ad writing is a collaborative process. Your input is required to ensure that the ad accurately reflects what is needed for the role. This is crucial as your ad creates the foundation for your recruitment efforts and is the basis for screening, interviewing and the selection decision.

Minimum Recruitment Standards

[Minimum Recruitment Standards](#) (MRS) outline the **minimum** qualifications that are needed for appointment to a job classification and identify any equivalent qualifications:

- MRS outline the preparation needed from both an education and experience perspective to perform that level of work. Both education and experience are valued – supporting a diversified workforce and career development/growth.
- Equivalencies allow for alternate equal qualifications. Where the MRS allow for equivalencies, they will normally be considered and the intent to consider equivalencies should be advertised (e.g. related degree and 2 years related experience OR related diploma and 4 years related experience).



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- MRS establish uniform qualification levels across the public service and provide a fair, defensible and consistent process across government.

MRS are the basis for the qualification statement in job ads. Within the MRS there is flexibility to specify what education and experience is related and equivalent for the specific position being recruited to. The qualifications advertised in a competition may not be less than the MRS for the class.

The behavioural and technical competencies are also important and are identified in the body of the job ad. The [APS Competency Model](#) identifies core competencies that apply to all positions in the APS, and role-specific competencies that apply only to certain roles with the APS. Different positions will have different target levels or levels of excellence for that role. The [Levels of Excellence](#) resource describes what the behavior “looks like” when we think of superior performance in a particular competency and in a particular type of work. In addition, technical and ministry specific competencies are determined on a position basis.

Qualification Statement

A well written qualification statement creates the basis for screening your competition. It reflects the MRS for the class and describes the related education and related experience required to perform the work. It can be stated specifically or generally depending on the current labour market. Include only the criteria to which you can screen resumes (i.e. identify related education and related experience; don't identify knowledge and skills).

Determine a Media Strategy

Ensuring that your target candidates see your ad is vital. Some things to consider:

- In which media did the qualified applicants from previous similar competitions see the ad?
- What are the labour market conditions? Have they changed since you last advertised?
- Will the position location create difficulties in attracting candidates?
- Professional associations may be a good source of information about potential markets.
- Who is reading the media you are considering and is this the candidate you want to reach?
- How can you reach top talent that's not actively seeking work?
- Increased awareness of opportunities may be promoted through the Ambassador Program, Career Days promotions, post-secondary institutions and professional associations throughout Alberta and Canada.



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Common Media

- [*Government of Alberta Jobs website*](#)
- Professional association websites/newsletters
- Other internet job boards
- Career section of Alberta's daily papers
- Alberta rural weekly papers
- Aboriginal publications
- Professional and trade journals
- Educational facilities

Advertising Deadlines

It is important to keep these deadlines in mind to allow your HR Consultant and yourself sufficient time to prepare an effective ad and media strategy that will find the right fit for your team the first time.

- **Government of Alberta Jobs Website:** Your ad will appear on the GoA Jobs website immediately after being released to media in IMAGIS.
- **External Media:** Tuesdays at 1:30 pm for print media; Tuesdays and Thursdays at 1:30 pm for online media.

Advertising Costs

Ministries pay for all external recruitment advertising. The advertising agency sends their invoices directly to ministries for review and payment. The invoices reflect the charges for media placement, long distance costs, courier costs, postal charges and production costs.



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STEP 4: SCREENING

Resumes are screened to identify those applicants whose qualifications most closely match the advertised job requirements. This reinforces the need to tailor your ad to ensure that it captures the quality candidates that you are looking to attract.

Before meeting with the selection panel, the HR Consultant normally does an initial screen to remove any applicants that are not eligible. You would then meet with the HR Consultant and follow the process outlined below.

The Screening Process

- The qualification statement in the ad (based on the MRS) is the starting point.
- Finalize screening criteria by defining the quantity and quality of education and experience required.
- Define equivalencies if applicable (e.g. related degree and no experience; related diploma and two years related experience). If equivalencies have not been advertised, they should not be considered when screening the competition.
- Resumes are reviewed against the screening criteria.
- Typically applicants are screened into three groups (ratings):
 1. The preferred group for interview – “Yes”
 2. Those who are marginally qualified – “Marginal or can't tell”
 3. Those who do not meet the MRS/criteria – “Definitely do not meet criteria”
- Pencil the rating and rationale for rating on each resume.
- If the number of preferred candidates is too large to interview, tighten the screening criteria against a more specific definition of "related experience" and "related education." Wherever possible, experience should be redefined first to avoid undue emphasis upon academic credentials.
- Within 8 – 10 work days of the closing date, the screening should be complete and the candidates to be interviewed contacted by phone.

If coordinating a meeting of the screening panel is not possible, the HR Consultant will normally be able to do a pre-screening on behalf of the panel.



Other Screening Considerations

Previously Interviewed Candidates:

Carefully consider the decision to not interview someone again as the candidate may have had a bad interview, there was a different panel, it was a different job or the qualifications have changed. Give the benefit of the doubt to the candidate. If not granting an interview based on the outcome of the previous interview, make specific notes on the resume.

Outdated Education and Experience:

Consider how outdated it is and is this really applicable to the candidate's ability to do the job? Again give the benefit of doubt to the candidate.

Overqualified:

Applicants should not be screened out because they appear to be over qualified. The candidate may have had a change in lifestyle or interests. Don't be afraid of asking the candidate about their reasons for applying during the interview.

Canadian Experience and/or Education:

Screening applicants out because of a lack of Canadian experience and/or education is considered to be in contravention of the Human Rights, Citizenship and Multiculturalism Act unless such experience is a bona fide job requirement (e.g. experience with Canadian Tax law), which must have been very clearly stipulated in the ad.

Out of Province Applicants:

In keeping with the mobility rights contained in the Canadian Charter of Rights and Freedoms, applicants from outside Alberta should be considered on their merits and not screened out on the basis of their place of residence. If you've advertised outside of Alberta, consider paying interview and relocation expenses.

Volunteer Experience:

Volunteer experience should be evaluated and credited in a similar manner as salaried experience. Make sure you confirm the amount of volunteer experience.



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STEP 5: INTERVIEWING

The interview is one of the most important tools you have to assess the candidate's fit for your team. As well, remember that the interview is a two-way process. The candidate is also evaluating you to determine a fit for them, and whether or not they want the job. The information below provides a basic overview of the interviewing process.

The Panel Interview

Interviews in the Government of Alberta are most typically done as panel interviews, usually with three panel members. The panel is responsible for screening the applicants, conducting the interviews and other appropriate reviews in order to select the most suitable candidate for a position.

Panel Composition:

- HR Consultant acts as the chair of the panel.
- Hiring manager plays a prominent and important role.
- Third member can be the hiring manager's supervisor, peer, or a technical/knowledge expert.

Chairperson (HRC) Role:

- Briefs and coaches the panel on interviewing techniques and guides the process.
- Opens and closes the interview.
- Leads and guides the interview.
- Asks assigned questions and probes as needed.
- Is the official note taker for the competition file.
- Leads the panel to discuss, evaluate and rate candidates between and after interviews using the Interview Assessment Guide.
- HR has the delegated authority, as outlined in the Public Service Act, to "certify candidates as qualified."

Hiring Manager Role:

- Interacts with each candidate.
- Asks assigned questions and probes as needed; takes notes during interview.
- As a panel member, rates candidates between and after interviews using the Interview Assessment Guide.
- The decision to appoint from among the certifiable applicants is the responsibility of the hiring manager.



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The Interview Assessment Guide

An interview is only as good as its plan. Work in partnership with your HR Consultant to develop the [Interview Assessment Guide](#), building on the information identified in the initial strategic conversation, screening criteria and job advertisement.

Evaluation Factors and Sub-Factors

The Interview Assessment Guide is structured around three evaluation factors, which provide the foundation for the interview plan: **knowledge**, **skills/abilities** and **personal suitability**.

These factors are broken down into sub-factors, which must be job related, measurable and mandatory requirements for satisfactory job performance. You may wish to include additional sub-factors which will enhance job performance, but which are not essential.

A well-planned interview allows the assessment of each candidate against each sub-factor.

Knowledge:

Outlines what a candidate must know in order to perform the position duties. Identify the level of knowledge required. Sample statements might be:

- Basic awareness of current trends or issues in _____
- Working knowledge of _____ techniques

Skills and Abilities:

Sub-factors include required competencies and aspired behavioral levels. Examples include:

- Communication competency - adapts communication for the situation
- Problem solving and judgment competency - makes complex plans or analyses

Personal suitability:

Sub-factors measure a candidate's personal traits that could affect their ability to do the job. These characteristics affect the candidate's overall suitability for the job and the work environment.

Competency-based examples include:

- Adaptability competency – adapts approach
- Client focus competency – takes personal responsibility



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You will also need to assign a weighting to the evaluation factors, based on their relative importance to your selection process. The panel determines the weighting based on the kind and level of the position under recruitment. For entry-level positions, “skills/abilities” and “personal suitability” might be the most important areas. For technical positions, “knowledge” might be more important. For example:

- Entry level position: Knowledge- 30, Skill/Abilities- 35, Personal Suitability- 35
- Senior Technical position: Knowledge- 40, Skills/Abilities- 30, Personal Suitability- 30

Interview Questions

In conjunction with the HR Consultant, develop behavioral based interview questions that ask for specific examples drawn from the candidate's experience for each of the sub-factors identified.

The idea behind behavioural description interviewing is that past behavior or performance is a good predictor of future performance in similar situations. Behavioural questions ask the applicant HOW they handled a specific situation in the past rather than how they MIGHT OR SHOULD handle the situation.

Consider the difference between the following questions:

- “How *would* you deal with a difficult employee?”
- “Please give me an example of when you've had to deal with a difficult employee. How did you handle the situation?”

Examples of competency based interview questions:

<http://www.chr.alberta.ca/Practitioners/?file=learning/competencies/compose/overview&cf=353>

Determine which panel member will be asking which questions. This is typically based on their technical expertise or area of interest.

Documentation

It is important to understand how FOIP (Freedom of Information and Protection of Privacy Act) legislation affects staffing process documentation. Always be aware that access to documentation can be requested under FOIP. Candidates could have access to portions of a competition file, so only one official copy of the Interview Assessment Guide should be on file. The HR Consultant is responsible for collecting all panel members' notes and evaluations after the interviews and for ensuring the official copy is on the competition file.



STEP 6: MAKING THE SELECTION DECISION

Carefully evaluating the candidate against the evaluation factors and sub-factors ensures the candidate is being evaluated on each of the areas deemed critical for successful performance and ensures a fair and consistent approach.

Overview - Evaluating and Rating Candidates

- Be prepared to take a few minutes between each interview to discuss and evaluate the candidates while the interview is fresh in your mind.
- Take good notes. These will come in handy in the event that you need to do the evaluations later.
- After the interview, the chairperson leads a discussion and seeks consensus.
- Discussion and rating should confirm that the candidate's education and experience "exceeds," "meets" or "does not meet" the requirements.
- Discussion and rating addresses each of the factors and sub-factors and identifies certifiable candidates.
- Determine the "most suitable" candidate (merit principle) to be offered the position.

Education and Experience

The panel's evaluation of each candidate's basic qualifications (education and experience) is recorded on the summary page. These two sections confirm that the candidate "exceeds," "meets" or "does not meet" the screening requirements.

Education:

The rating assigned is based on the requirements identified in the screening factors.

Experience:

The rating assigned is based on the quality and relevance to the position requirements. Comments on experience should address all items set out in the screening criteria.

While education and experience are not weighted into the final interview score, they do contribute to the determination of whether or not a candidate is certifiable and can be used to influence difficult choices between closely ranked candidates.



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Knowledge, Abilities & Skills, and Personal Suitability Factors

Each evaluation factor provides for four alternative rating levels and is given a numerical rating based on the weighting assigned when you determined the evaluation factors:

Not Suitable – The candidate does not meet one or more “mandatory” sub-factors and is therefore assessed as being unable to perform at a fully satisfactory level on the job. A numerical rating is not assigned.

Suitable – The candidate meets all “mandatory” sub-factors and is assessed as being able to perform at a fully satisfactory level on the job. A numerical rating is also assigned, based on the weighting originally established.

Very Good – The candidate, beyond having met all “mandatory” sub-factors, exceeds in one or more mandatory” sub-factors or meets a “desirable” sub-factor or both. As a result, the candidate is assessed as being able to perform at a level beyond full satisfactory. A numerical rating is also assigned, based on the weighting originally established.

Outstanding – The candidate, beyond having met all “mandatory” sub-factors, exceeds in many “mandatory” sub-factors or meets several “desirable” sub-factors or both. As a result, the candidate is assessed as being able to perform at a level far beyond fully satisfactory. A numerical rating is also assigned, based on the weighting originally established.

Certifying Candidates

- Identifying a candidate as “certifiable” means that they’re fully suitable to do the job and that they could be hired, pending completion of pre-employment checks.
- Certifiable candidates must have scored at least “suitable” in each factor and have met the education and experience requirements.
- All reference and other pre-employment checks must be completed before a candidate can be “certified.”
- The Public Service Act indicates that “an appointment to the position is subject to certification that the person to be appointed is qualified for the position.” The authority to certify candidates is delegated from the Public Service Commissioner to individuals with the appropriate training and experience.

Selection Decision

- Using the numerical ratings, rank the certifiable candidates and determine the “most suitable” candidate (merit principle) to be offered the position.
- If two candidates are equal, preference is given to the in-service applicant (career service concept).
- The decision to appoint from among the certifiable candidates is the responsibility of the hiring manager.



STEP 7: CONDUCTING PRE-EMPLOYMENT CHECKS

Reference Checks

Checking references is an essential step in the selection process. The information you receive can confirm what you heard in the interview, or it may raise some flags to consider. Reference checking is typically conducted by the HR Consultant but there may be situations where you are involved as well.

- References are to be completed after the interview.
- Ensure there's a signed consent from the candidate with their authorization to check references.
- The best references are past or current supervisors or others who can evaluate the candidate's performance. Peers and subordinates are other reliable sources.
- You may contact a reference not specified by the candidate, providing the candidate is advised. Be sure to indicate to the candidate that they are one of the candidates being considered.
- Preparing for reference checks is as important as preparing for the interview. Your questions should be based on the evaluation factors and sub-factors from the interview.
- Typically, three references are checked before extending an offer. If the information received is inconsistent, check additional references.
- References for internal and former GoA employees should be as thorough as for any other candidate.
- Provide any reference information back to the HR Consultant who will keep the records on file in a confidential location for one year.
- With regard to FOIP considerations, a reference can be thought of as having two parts - the factual job information (job duties, dates of employment, salary range), and the personal information and evaluative opinion. A candidate always has a right to see the factual job information. The personal information and evaluative opinion can be protected under section 19 of the *FOIP Act*.

Be sure to keep the process of reference checking confidential. If the candidate has questions about their reference information, refer them to the HR Consultant.

Post-Secondary Academic Credential Checking

Verification of academic credentials is required to confirm that the candidate being considered has the post secondary academic credential(s) to meet the minimum recruitment standard for the position under recruitment. It involves ensuring that the applicant has the related post-secondary qualifications from an academic institution as represented on the resume or job application and as confirmed during the interview.

This pre-employment check is completed by Human Resources.



10 STEPS TO FIND THE RIGHT FIT FOR YOUR TEAM

Security Screening

Security Screening is the general term used to describe Criminal Records Checks and/or Financial Management Risk Indicator Screenings. Ministries must request a Security Screening for positions identified in the [Security Screening Directive](#) when an individual is being appointed to one of the designated positions either by competition, exemption from competition, or by reclassification.

These pre-employment checks are completed by Human Resources.

All of the above pre-employment checks must be completed and considered satisfactory before an offer of employment is made.

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10 STEPS TO FIND THE RIGHT FIT FOR YOUR TEAM

STEP 8: MAKING THE OFFER AND PROVIDING FEEDBACK

Making the Offer

Each ministry determines who is authorized to make employment offers on behalf of the ministry. HR Consultants typically make the verbal offer, followed immediately by a written offer letter. It's important to note that verbal offers can be considered a binding contract.

The HR Consultant works in partnership with you to:

- determine the salary
- negotiate the start date
- determine payment of relocation expenses and return service agreement for relocation (if applicable)

Some things to consider when determining salary:

- Is the successful candidate a current GoA employee? If so, the [Salary Determination Directive](#) provides guidance for salary treatment (e.g. lateral, promotion and demotion situations).
- Minimum recruitment standards for the class – how does the candidate's qualifications compare to the MRS?
- Previous salary.
- Supervisor's salary - how will the salary compare with that of the supervisor of the work unit?
- Peer equity - how will the salary compare with that of others in the work unit?
- Budget implications.
- Market conditions - is there a labour shortage; is there a high demand for skilled workers; or is it an employer's market?
- Is this position in a hard-to-recruit location or a hard-to-recruit role?

The offer letter is coordinated by Human Resources and typically includes:

- The position class and working title, location, salary, who to report to, starting date and time.
- Probationary period if applicable.
- Any special conditions of employment, such as maintaining a professional membership. If memberships in professional organizations must be maintained, ongoing responsibility for payment should be decided and outlined in the offer letter.
- If applicable, information on payment of relocation expenses and return-service agreement for relocation.



10 STEPS TO FIND THE RIGHT FIT FOR YOUR TEAM

Providing Feedback to Unsuccessful Candidates

Often candidates will telephone, particularly those that have been interviewed, to discuss which areas could be strengthened. Providing feedback to an unsuccessful candidate is typically done by Human Resources, but there may be times where you prefer to provide feedback to internal candidates. It is advisable to contact your HR Consultant prior to providing any feedback to candidates.

Do:

- Review the candidate's responses in the interview to the desired or correct responses, prior to giving feedback.
- Provide objective factual feedback focused on the knowledge, skills and abilities.
- Focus on the job requirements.
- Identify what they did well.
- Identify areas they could improve on.
- Use specific examples from the interview.
- Be aware that some areas such as abilities and personal suitability are potentially more subjective and require careful judgment.

Do not:

- Speak about the successful (or any other) candidate's qualifications or performance at the interview. Other candidates' rights to privacy must be protected.

Providing feedback to applicants supports a fair and transparent recruitment process and the Staffing Principles – staffing practices are fair, staffing decisions are impartial, and staffing processes and practices are conducted with respect, accountability, integrity and excellence.

Providing feedback to candidates is also good business practice as it helps to create a positive impression of our organization and helps candidates to become better prepared for future competitions.



10 STEPS TO FIND THE RIGHT FIT FOR YOUR TEAM

STEP 9: ORIENTING NEW EMPLOYEES

Staffing doesn't end at the offer letter. Creating a memorable welcome for each new employee is essential for his or her smooth integration into the ministry and to begin building a positive relationship with your new employee. Orientation is an ongoing process that helps employees understand their role, the business of their department and affects the way they feel about you as a supervisor, their job and the organization.

- Let new employees know about the resources available in the GoA [New Employee Orientation](#) site.
- Have a look at the [Orientation Supervisor's Checklist](#).
- Check with your HR Office to see if your ministry has specific new employee orientation programs/resources.

STEP 10: EVALUATING THE STAFFING PROCESS

Gather information to assess both quality of hire and satisfaction with the staffing process.

Work with your Human Resource Consultant to:

- Take a few moments at the end of the staffing process to discuss continuous improvement opportunities. For example, did the advertising and media strategy provide a good pool of quality candidates? Did the interview assessment guide ask the right questions? etc.
- Follow-up three to six months into the appointment to analyze the effectiveness of the hiring decision. Did the staffing process result in a high quality hire?
- Follow-up with new hires regarding their level of satisfaction with the staffing process. For example, how well did the job advertisement and/or position profile reflect the actual job? Did the interview provide them with a fair opportunity to present their qualifications?

