

## Stage 3: Selection

### Interviews: Telephone Screening

- Once you have a shortlist, conducting a first screening interview by telephone can be helpful. This could be 20 to 30 minutes, and questions should include assessing if the applicant has the basic requirements for the job and their ability to work the required hours.
- The purpose is to create a smaller list for the second round of interviews.

**Note:** if you have a small number of applicants on your shortlist, you might skip this step.

### Interview – Behavioural Based Questions:

- A traditional interview is in person or virtual (via Zoom, for example), and consists of an interview panel using an interview guide with behavioural based questions (“tell me about a time that you...”) and a scoring matrix (a scale of 1-5). This is usually about one hour in length.

### Interview – Working Interview:

- A working interview is where the interviewer shows the candidate how to do part of the job and then asks them to show you how to do it.
- In some cases, this can be a more effective way to evaluate a candidate’s ability to do a job. For example, someone who is Autistic may struggle with behavioural based interview questions but can demonstrate how they would complete tasks.
- Often, a working interview happens in conjunction with a job developer/employment counsellor from a disability employment services organization and the client who is applying for the job. A job developer/employment services counsellor can support the employer with this process.

**Note:** This may be called a working interview, but the candidate should not be doing actual work. If they are, then they must be paid for it.

### Interview Notes:

- Notes written in an interview guide about a candidate should be fact-based and not subjective or irrelevant to the job (i.e., do not include comments like “candidate seems odd” or “married and has kids”)

<p><b>Evaluation:</b></p> <ul style="list-style-type: none"><li>- I used the same objective evaluation criteria in each candidate's interview guide.</li><li>- After each interview, interviewers completed their interview notes and rating matrix first while impressions were still fresh in their minds, then debriefed together once that was complete.</li></ul>	<input type="checkbox"/>
<p><b>Testing:</b></p> <ul style="list-style-type: none"><li>- Only use testing if it will assess skills that are bona fide occupational requirements. For example, don't conduct a typing speed test if the job does not require it.</li></ul>	<input type="checkbox"/>
<p><b>Background Checks:</b></p> <p>Reference checks:</p> <ul style="list-style-type: none"><li>✓ Collect two to three references.</li><li>✓ Accept both previous employers as well as from volunteer experience.</li><li>✓ If you conduct the references yourself, use a reference guide. Like an interview guide, it will contain questions related to the candidate's previous work experience and ensure consistency in the information that you collect.</li></ul> <p>Credit and Criminal Records Checks:</p> <ul style="list-style-type: none"><li>✓ Some jobs will require one or both types of pre-employment checks.</li><li>✓ Consider that if someone has been unemployed, is new to the country, or has faced financial hardships, they may have a low (or no) credit rating.</li><li>✓ Only conduct these checks if they are essential (i.e., the job is working with children or vulnerable adults)</li></ul>	<input type="checkbox"/>

### **Declining Candidates:**

- I contacted any candidates who will not be moving forward in the selection process in a timely manner.
- If the application was online and no interview has taken place, it's OK to send an email response.
- If an interview took place (either on a telephone screen or in person/virtual), whenever possible, it is best to decline the candidate with a phone call.
- I thanked them for their application, time, and considering my organization as a possible employer.
- I advised them that we are considering other candidates whose experience and skills are a closer fit to the requirements of the job.
- If they asked for feedback, I provided constructive advice. For example, any education or specific experience that would help them gain this sort of work in the future.
- I was respectful. How you decline a candidate reflects on your employer brand and your organization's reputation.

