**Interviews**

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| Interviews are one of the most widely used and influential assessment tools in the appointment process. They are intended to gather facts and behavioural examples to establish an association between the candidates’ performance during the interview and performance on the job.  |
| **Interviews should be…** |
| **Job-related**. Questions should be based on the essential and asset qualifications outlined in the Statement of Merit Criteria, such as job-relevant competencies, which can include knowledge, skills, competencies, abilities and personal suitability. Since questions are linked to job-related competencies, a candidate's responses are then more likely to predict their on-the-job performance. **Objective and provide equal opportunity**. All candidates should be asked the same questions and their responses should be assessed in a standardized manner according to the same job-relevant criteria using a predetermined rating scale. Candidates must have an equal opportunity to demonstrate their qualifications and to be assessed fairly. In addition, the use of an interview board rather than one individual assessor increases objectivity since consensus on final result has to be reached. Whenever possible, it is important to use the same board members for all candidates. It is equally important to ensure that the board members are free from real or apparent conflicts of interest or biases that may affect the outcome of the process. |
| **Type of Interview Questions** |
| **Situational questions**: These questions present applicants with a hypothetical situation relevant to the position. These situations are typical of what applicants are likely to encounter on the job.**Behavioral questions**: These questions ask applicants to describe a previous work or life event that is relevant to the position. They are usually about a time when they had to demonstrate a particular qualification that is important for the job and which has been defined in the Statement of Merit Criteria.**Knowledge questions**: These questions typically assess the technical or professional knowledge required to perform the duties of the position.**Job simulations**: In simulations, applicants are asked to perform a task that they would be required to do on the job. |

**Administering Interviews**

Interviews can be conducted in person, by teleconference and videoconference. Teleconference and videoconference is an efficient and cost effective way of assessing candidates located in various locations. Contact your HR Consultant for advice and guidance on consistency when using various methods to conduct interviews.

* Preparing instructions for the assessment board and the candidate can ensure that the interviews are administered in a consistent manner. Instructions can include the equipment and tools that will be made available (i.e. use of internet or other resource material), the timeframe, rescheduling and accommodation requests, security and confidentiality, and contact information (if by telephone or videoconference).

The assessment board can also provide candidates with the questions prior to the beginning the interview in order for the candidates to prepare more detailed and concrete examples.

**A FEW TIPS!**

The following could be kept on file to better understand the interview process, results and how decisions were made:

* The merit criteria, as assessed by the board and how the criteria were defined, as well as their relative importance, if applicable.
* All interview questions and assessment criteria, such as the effective behavioural indicators for the behavioural or situational questions and the correct responses to knowledge questions.
* The rating scale, including the numerical scores and narrative descriptors, if applicable.
* The detailed and factual notes of all board members, for each response and for all candidates.
* How the results from the interview were integrated with other sources of information, in order to make appointment decisions.

**Need more information?**

[PSC’s Guide on Structured Interviewing](https://www.canada.ca/en/public-service-commission/services/staffing-assessment-tools-resources/human-resources-specialists-hiring-managers/management-toolkit/assessing-competence-series/structured-selection-interview-sound-method-assessment.html)

Contact your HR Consultant by submitting a request in the [Human Resources Service Centre (HRSC)](http://hrsc-csrh.prv/)