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**Subject**                            **INTERVIEW AND SELECTION PROCESS**

**References**                        Administrative Council

**Links**                                FORM A7400 – 1; FORM A7400 – 2; FORM A 7400 – 3;  
FORM A7400 – 4; FORM A7400 - 5

**Contact**                            School Services

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**1. General**

- 1.1 This administrative procedures memorandum (APM) shall be used for all temporary and permanent positions.
- 1.2 All selection processes will be carried out in accordance with the:
- 1.2.1 Employment Standards Act
  - 1.2.2 Consumer Reporting Act
  - 1.2.3 Ontario Human Rights Code
  - 1.2.4 Education Act
  - 1.2.3 Municipal Freedom of Information and Protection of Privacy Act
  - 1.2.4 current collective agreements and existing administrative procedures memorandums dealing with the selection of staff
  - 1.2.5 Administrative Procedures Memorandum A7500 - Selection Process: School Administrators
  - 1.2.6 board's Employment Equity Policy
  - 1.2.5 board's Anti-Racism and Ethno-cultural Equity Policy
  - 1.2.10 board's Mission Statement.

**2. Interviews**

The norm for any interview shall be 45 minutes. Where deemed necessary and appropriate to the position, however, shorter or longer interviews may be held at the discretion of the superintendent. In all cases, the interviews must be of sufficient length to determine the qualifications of the candidates. Each candidate shall be asked the same question for each identified skill. Follow-up questions may be required for clarification purposes.

When interviews are required they shall be carried out in accordance with the Behavioural



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Interviewing© method adopted by the Board.

### 3. Composition of the Interview Panel

3.1 Interviews shall be conducted by a panel with the majority of the members having been trained in Behavioural Interviewing© techniques.

3.2 The person who has the responsibility for filling the position, shall be the chairperson and shall designate the members of the panel.

3.3 Each panel shall:

3.3.1 have a minimum of three members

3.3.2 include both genders to strive for a gender balance

3.3.3 be drawn from:

3.3.3.1 the board's administrators, managers and supervisors  
and/or

3.3.3.2 other board personnel or trustees

3.3.4 consist of members from departments with functions related to the position.

### 4. Preparing for the Interview

4.1 The chairperson, in consultation with the panellists, shall establish and record:

4.1.1 the selection criteria for determining the candidates to be interviewed

4.1.2 the list of candidate(s) to be interviewed

4.1.3 the interview schedule

4.2 At least one day prior to the interview, the chairperson shall, where possible:

4.2.1 **provide each panellist** with:



- 4.2.1.1 a copy of the posting
  - 4.2.1.2 a job description/job fact sheet if such exists
  - 4.2.1.3 the résumés and/or letters of application and/or application forms of the candidates to be interviewed
  - 4.2.1.4 a copy of this administrative procedures memorandum
  - 4.2.1.5 other procedural information as required.
- 4.2.2 provide each candidate, using FORM A7400 - 1, with:
- 4.2.2.1 the date, time and location of the interview
  - 4.2.2.2 the position titles of the members of the interview team
  - 4.2.2.3 an overview of the Behavioural Interviewing© process (see FORM A7400 - 1)
  - 4.2.2.4 a copy of the job fact sheet, if applicable
  - 4.2.2.5 a brief verbal description of the Simcoe County District School Board, e.g. student/employee populations, number of schools, scope of operations, etc.
  - 4.2.2.6 a brief verbal description of the position, e.g. vacancy, new position, reporting lines
- 4.3 The chairperson is responsible for ensuring that interview questions are prepared within the guidelines identified in Item 1.2. The questions must relate to the **essential** functions of the job.
- 4.3.1 Prior to the interviews, panel members who have been trained in the Behavioural Interviewing© process shall determine and prepare **performance skill questions** for the particular position utilizing the current job description/job fact sheet, the job posting, the Behavioural Interviewing© Performance Skill Analyzer and the Behavioural Interviewing© performance skill questions.
  - 4.3.2 Prior to the interview panel members shall determine and prepare the **technical/job skills/job knowledge questions** for the particular position utilizing the current job description/job fact sheet, job posting and the Behavioural Interviewing© Technical/Job Skills/Job Knowledge Analyzer.
  - 4.3.3 The chairperson and the panel members shall decide the order in which the questions will be asked and by whom.



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- 4.3.4 Once the interview questions have been determined and prepared, the Chairperson shall complete the Skill Question and Rating Form for each skill to be assessed and provide each panellist with copies (FORM A7400 - 2).
  - 4.4 Where a test/assessment of **essential** job related technical/job skills/job knowledge is administered, it must be given to all candidates. The chairperson is responsible for:
    - 4.4.1 arranging for the test/assessment of skills, and ensuring that it is free of discrimination on prohibited grounds.
    - 4.4.2 providing a location which is free of interruption.
  - 4.5 The chairperson shall ensure that every candidate has completed and signed all sections of the Simcoe County District School Board application form including the section dealing with permission to check references, or has completed and signed the form Consent to Obtain Employment/Performance Reference (FORM A7400 - 3).
  - 4.6 In certain circumstances the Manager, Employee Services, or designate, may assume the responsibilities of the chairperson and/or the panel as specified above.

## 5. Attendance at Interviews

- 5.1 All panellists shall participate in the interview(s) of each shortlist candidate.
- 5.2 In the event of the unforeseen absence of a panellist, the chairperson shall:
  - 5.2.1 decide to continue with the interview providing the criteria outlined in Item 3.3 are met and the absent panellist's evaluations are discarded.
  - 5.2.2 suspend the process until the panellist returns
  - 5.2.3 establish a new panel and interview all candidates
- 5.3 The Manager, Employee Services, or designate, may attend any interview for the purpose of observing and critiquing the process.



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**6. Guidelines for Conducting the Interview**

6.1 The chairperson should:

6.1.1 greet the candidate and accompany him/her to the interview room

6.1.2 introduce the candidate to the panel and vice-versa

6.1.3 thank the candidate for his/her interest in the position and the Board

6.1.4 advise that notes will be taken during the interview

6.1.5 briefly describe the interview process

6.1.6 put the candidate at ease by asking him/her a resume-related introductory question.

6.2 proceed to the predetermined questions.

6.3 after the panel has finished its questions, provide the candidate with the opportunity to ask questions.

6.4 advise the candidate of the expected date of notification of the panel's decision.

**7. Offer of Interview Feedback**

At the conclusion of the process, the chairperson, or designate, of the panel shall advise each internal candidate with:

7.1 a statement that constructive feedback is available, if requested.

7.2 the name and telephone number of the person who shall provide the feedback.

7.3 the deadline date for the constructive feedback request (a maximum of one week following the interview).



- 7.3.1 Every effort shall be made to provide constructive interview feedback within a reasonable time frame. Under normal circumstances, this should occur within three weeks of the request for feedback.
- 7.3.2 The interview feedback shall indicate specific job-related areas requiring more attention and/or preparation and shall represent the panel's collective view.

## 8. Selection of Candidate

- 8.1 Panel members shall make the selection decision based on information gained from all of the following:
  - 8.1.1 the résumé
  - 8.1.2 the letter of application and/or the application form
  - 8.1.3 the interview
  - 8.1.4 a test/assessment of skills of **essential** technical/job skills/job knowledge (if applicable)
  - 8.1.5 other related documentation as indicated in the posting
- 8.2 **After** the panel has gained consensus on the preferred candidate(s) and **prior to the offer of employment**, the chairperson shall ensure that the references provided by the candidate(s) are contacted. The Reference Check Form (FORM A7400 - 4) shall be completed for each reference contacted.
  - 8.2.1 Where a candidate has an employment history, reference checks **must** be done on that employment history. The reference must be the candidate's supervisor and/or Employee Services.
- 8.3 The panel may decide that there are several candidates who could perform the job equally well in which case a second round of interviews may be held.
- 8.4 If no suitable candidate is identified, the panel may recommend that the position be posted and/or advertised again.



- 8.5 Notwithstanding various sections of this procedure, with the prior approval of the Manager, Employee Services, interviews may not be required for non-posted vacancies where the position is to be assigned to a candidate from a pre-screened pool of candidates, where a candidate is recalled from lay-off, or where a candidate is assigned in accordance with a collective agreement.

## 9. Notification of Candidates

After reference checks have been completed and found to be satisfactory, the chairperson shall:

- 9.1 Notify the successful candidate by telephone and in writing.
- 9.2 Notify each interviewed candidate by phone and/or in writing.
- 9.2.1 The candidate shall, upon request, be advised of the name of the successful candidate.
- 9.2.2 A candidate who is not offered a position as a result of a poor reference shall, upon request, be advised of the nature and source of the reference.

## 10. Confidentiality

All information, assessments by the persons involved and judgements shall be kept in the strictest confidence in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. The following are entitled to this information: the candidate, the chairperson responsible for the committee and those persons who require access to the information for the performance of their duties.

## 11. Collection and Retention of Data

- 11.1 At the conclusion of the interview and/or feedback period, the chairperson of the panel shall forward all notes and written materials to Employee Services. This includes all materials in the application packages previously given to panel members as well as any test results, Skill Questions and Rating forms, criteria scoring sheets, telephone reference check forms, any handouts provided by the candidates and **all original** interview notes made by any panel member during the interviews. This material shall be kept in a competition file for one year and then destroyed by shredding in the case of unsuccessful candidates. For successful candidates, the material shall be kept in the employee's board personnel file. A candidate has the right to review his/her own specific records upon request.



- 11.2 At the completion of the interview and selection process, the chairperson shall forward a completed *Collection of Data For Appointments to Management and Supervisory Positions* form to Employee Services (FORM A7400 -5).

Under Review

**Approved**  
**Revised**

June 10, 1995  
March 1, 1997 ; January 15, 1998; December 17, 1998;

**Issued under the authority of the Director of Education**

**SAMPLE**  
**SKILL, QUESTION AND RATING FORM**

**USE PEN ONLY (Do Not Use pencil, hi-liter, post-it notes)**

Position \_\_\_\_\_ Candidate \_\_\_\_\_  
 Work Location \_\_\_\_\_ Interviewer \_\_\_\_\_  
 Date \_\_\_\_\_ Interviewer's Title \_\_\_\_\_

**SKILL** (as identified in The Behavioural Interview© Manual): **Decision Making and Problem Solving:** Able to take action in solving problems while exhibiting judgement and a realistic understanding of issues; able to use reason, even when dealing with emotional topics.

**QUESTION** "Solving problems requires more than good plans; it means taking action. Give us an example of a time when you were able to take meaningful action involving a practical problem."

**INTERVIEWER'S NOTES**

**NOTE** Further questions may be necessary to clarify the candidate's answers. Write down the question(s) asked and the response(s).

- e.g. (a) What specific actions did you take to resolve the situation?  
 (b) What was the result of your actions for resolution?

**Interviewer's Notes**

- (a)  
 (b)

**Rating**

Interpretive Guide (from the Behavioral Interview© Manual): Did the candidate take action based on a systematic approach, meaningful review of facts/issues/timing and a willingness to commit to a solution? Was there impulsive action taken due to pressures instead of a practical analysis of what actions were desirable?

**Rating Skill Anchors**

Very Strong Evidence Skill Is Not Present	Strong Evidence Skill Is Not Present	Some Evidence Skill Is Present	Strong Evidence Skill Is Present	Skill <u>Unmeasured</u> Very Strong Evidence Skill Is Present	Insufficient Evidence
-----X-----	-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Lets personal bias influence decisions		Generally objective		Regularly shows objective attitude	
Rarely asks "why"		Sometimes asks "why"		Isolates problem causes	
Poor judgement		Reasonably good judgement		Sound judgement	
Bases decisions on emotions		Generally reasonable		Regularly bases decisions on fact	
Generates impractical solutions		Usually generates practical solutions		Makes decisions that solve problems	



### SUGGESTIONS FOR SKILL RATINGS

It is important to have three sources of information in front of you in order to rate skills:

1. the Skill Definition
2. the notes you have taken during the interview
3. the rating scale anchors which are on the rating form sheet for each interview

After the interview has been completed, read through **all** of your notes, the definition of the skill being rated and the rating scale anchors. Choose the number from the rating scale anchors (1 to 5) that best shows the "match" of the candidate's answers to the written definition of the skill being assessed.

Complete this process for each skill. Remember to use *all* of your notes from *all* of the candidate's answers in assessing *each* skill.

Sample  
Under Review

Reprinted with Permission from the Ontario Human Rights Commission Human Rights - **Employment Applications and Interviews.**

### Driver's Licence

- Requests for a copy of a driver's licence on an application form are not appropriate for two reasons: it may screen out applicants with disabilities without consideration of whether the individual may be accommodated and it allows use of the licence to determine age.
- If operating a vehicle is an essential job duty, and if individual accommodation is not possible (eg., truck, bus or taxi driver or chauffeur) the requirement for a valid driver's licence may be referred to in an advertisement.
- If disability is an issue and accommodation may be possible (see Commission "Guidelines for Assessing Accommodation Requirements for Persons With Disabilities"), this should be discussed at the interview stage. A request for a driver's licence number or a copy of the licence can be made following a conditional offer of employment.

### Employment Interviews

At the interview stage of the employment process, the employer may expand the scope of job-related questions if necessary to determine, for example, the applicant's qualifications or his/her ability to perform the essential duties. Inquiries in relation to the "Exceptions", outlined below, are also appropriate at the interview stage. Examples of permissible interview questions follow:

#### Permissible Questions

#### Prohibited Questions

**Race  
Colour  
Ancestry  
Place of Origin  
Ethnic Origin**

**Creed**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Inquiries by a service organization working with a particular community as to membership in the group served, if such membership can be justified as required to do the particular job.</li> <li>• Inquiries by a denominational school as to religious membership, if the job involves communicating religious values to students.</li> </ul> | <ul style="list-style-type: none"> <li>• All inquiries which do not fall into the "Special Interest Organizations" on page 9 of Employment Applications and Interviews.</li> <li>• All inquiries which do not fall into the "Special Interest Organizations" on page 9 of Employment Applications and Interviews.</li> </ul> |
|---|--|



**Citizenship**

**Permissible Questions**

- Inquiries as to citizenship, if required by law for a particular job.
- Inquiries as to citizenship or permanent resident status, where required to foster participation in cultural, educational, trade union or athletic activities by citizens or permanent residents.
- Inquiries as to citizenship or domicile with intention to obtain citizenship, when the job is a senior executive position.

**Prohibited Questions**

- All other inquiries concerning the applicant's citizenship.

**Sex**

- Inquiries as to gender, if it is a reasonable and genuine requirement for a particular job, such as where employment is in a shelter for battered women.

- All other inquiries concerning the applicant's sex.

**Record of Offences**

- Inquiries to determine if an applicant is bondable, if this is a reasonable and genuine qualification of the job.
- Inquiries to determine if an applicant has a record of convictions under the Highway Traffic Act, if driving is an essential job duty (e.g., bus driver)

- All other questions except those with respect to unparoled Criminal Code convictions.

**Disability (Handicap)**

- Inquiries directly related to the applicant's ability to perform the essential duties of the job and the nature of any accommodation which may be required.

- All other inquiries concerning the applicant's handicap or disability.

Sample  
Review



**Permissible Questions**

**Prohibited Questions**

**Age**

- Inquiries as to age if the employer serves a particular age group and/or if age requirements are reasonable to qualify for employment.

- All other inquiries as to age.

**Marital Status**

- Inquiries as to marital status if the employer serves a particular group (identified by marital status) e.g. single woman) and/or if marital status is a reasonable requirement for employment.

- All other inquiries as to marital status.

Sample  
Under Review

## Exceptions

The Code sets out a number of special exceptions to the rule prohibiting discrimination in employment. The exceptions are made primarily on the basis of equity considerations, such as the need to allow programs to serve the needs of particular communities, or on the basis of other special circumstances.

For assistance in determining whether an exception applies, contact the nearest office of the Human Rights Commission. You may also wish to obtain copies of two publications: "Exceptions to the Equality Rights Provisions of the Ontario Human Rights Code which Relate to the Workplace" and "Guidelines on Special Programs".

Included above under "Permissible Questions" are examples of inquiries based on the exceptions which may be made at the interview stage.

For greater clarity, the exceptions are outlined in detail below:

### **Special Programs (Code, Section 14)**

Employers may implement special programs designed to relieve hardship or economic disadvantage or to assist disadvantaged groups to achieve equal opportunity: section 14. Inquiries as to membership in a group experiencing hardship or disadvantage would be permissible.

### **Special Interest Organizations (Code, Section 24)**

A religious, philanthropic, education, fraternal or social institution or organization that is primarily engaged in serving the interests of persons identified by race, ancestry, place of origin, colour, ethnic origin, creed, sex, age, marital status or handicap, is allowed to give preference in employment to persons similarly identified, if the qualification is a reasonable and genuine one because of the nature of the employment: section 24(1)(a). Inquiries about such affiliation may be made at the employment interview stage.

### **Special Employment (Code, Section 24)**

In some instances, because of the nature of the employment, age, sex, record of offences or marital status may be a reasonable and genuine qualification for the particular job: section 24 (1)(b). In such instances, inquiries with regard to the particular qualification may be made at the employment interview stage.

### **Private Medical/Personal Attendants (Code, Section 24)**

A person may refuse to employ a medical or personal attendant for him/herself or a family member on a prohibited ground of discrimination: section 24(1)(c). Inquiries as to a prohibited ground of discrimination would be permitted in this situation.

### **Nepotism or Anti-Nepotism Policies (Code, Section 24)**

An employer may grant or withhold employment or advancement in employment to a person who is a spouse, child or parent of the employer or an employee: section 24(1)(d). Inquiries which would solicit information as to whether an applicant for employment is a spouse, child or parent of a current employee would be permissible.

### **Questions after a conditional offer of employment**

In order to avoid a misapprehension of discrimination, it is appropriate in some circumstances to defer asking for particular information until after making an offer of employment conditional on a satisfactory response.

This is because the information or documentation may include particulars in relation to a prohibition of discrimination.

For example

- a driver's licence will contain information on date of birth.
- a work authorization issued by Immigration Canada will contain information regarding date of arrival in Canada.
- a social insurance number card (SIN) may contain information regarding date of arrival in Canada.
- an education transcript often includes date of birth, or information regarding place of origin.

Requests for medical examinations or health information necessary for pension, disability, superannuation, life insurance and benefit plans should also be made after acceptance of a conditional offer of employment.



(On Letterhead)  
INFORMATION FOR JOB CANDIDATES

To \_\_\_\_\_

From \_\_\_\_\_

I am pleased to advise you that your interview for the position of \_\_\_\_\_ has been scheduled for \_\_\_\_\_

Date Time Location

Position titles of the interviewing team:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Behavioural Interviewing© - An Overview**

In keeping with its mission statement and employment equity policy, the Board is using the Behavioural Interviewing© method for all job interviews.

Using this method, the interviewers are able to discover during an interview what the candidate has done in his/her past and/or present work-related experiences, and are then better able to predict how the person will perform in the future in a particular position. When using the Behavioural Interviewing© method, interviewers ask questions to gather examples from the candidate to demonstrate specific job related skills. The questions are developed based on a clear understanding of both the performance skills and the technical job skills/job knowledge that have been identified as required for the particular job.

An example of the way in which most of the questions will be phrased is: "Tell us about a time where you were able to use your interpersonal skills to resolve a conflict situation."

**Reference Release Form:** Enclosed you will find reference release forms. Please complete with the names of two recent work related referees and bring them to the interview.

If you have any questions, please contact Employee Services.

Thank you for your interest in this position.



**SKILL, QUESTION AND RATING FORM**

USE PEN ONLY (Do not use pencil, hi-liter, post-it notes)

Position \_\_\_\_\_ Candidate \_\_\_\_\_

Work Location \_\_\_\_\_ Interviewer \_\_\_\_\_

Date \_\_\_\_\_ Interviewer's Title \_\_\_\_\_

**SKILL**

**QUESTION**

Sample  
Under Review

**NOTE** Further questions may be necessary to clarify the candidate's answers. Write down the questions asked.

**INTERVIEWER'S NOTES**

**RATING, SKILL ANCHORS**

					Skill Unmeasured
Very Strong Evidence Skill Is Not Present	Strong Evidence Skill Is Not Present	Some Evidence Skill Is Present	Strong Evidence Skill Is Present	Very Strong Evidence Skill Is Present	Insufficient evidence for or against skill





**Consent to Obtain Employment/Performance Reference**

(Complete a separate form for each reference request)

I, \_\_\_\_\_ hereby give my permission for  
(name of applicant)

the Simcoe County District School Board to contact the person listed below for the purpose of obtaining an employment or performance reference.

**Reference**

Name

Title / Place of Employment

Phone

\_\_\_\_\_  
\_\_\_\_\_

Signature of applicant \_\_\_\_\_ Date \_\_\_\_\_

The person listed above is authorized to provide the reference information requested by the Simcoe County District School Board.

Please note: Every effort will be made to obtain an employment reference in a timely and confidential manner. In the event of unforeseen or unavoidable circumstances, however, it may be necessary to fax your consent form to the persons you have listed as references. Under the *Municipal Freedom of Information and Protection of Privacy Act*, it is unlawful for the Board to fax this form without your written consent. We therefore request that you sign below to permit us to fax your reference consent to the appropriate recipient.

Signature of applicant \_\_\_\_\_ Date \_\_\_\_\_

The personal information obtained in the employment / performance reference is gathered under authority of section 171 (1) paragraph 3 of the Education Act (RSO 1990). The information will be used to assess the suitability of the applicant for employment and promotion at the Simcoe County District School Board. Questions about protection of applicant and employee privacy may be directed to the Superintendent of Employee Services at the above address.



**REFERENCE CHECK FORM**

(To be used for Telephone and/or Written Reference Requests)

Name of Applicant \_\_\_\_\_

Person Contacted \_\_\_\_\_

Name

Position Title

Organization

Telephone Number

Address

This person has applied for a position with this board. We have obtained written permission to contact you for an employment reference.

1. What were the dates of employment with you? From \_\_\_\_\_ 20\_\_\_\_ to \_\_\_\_\_ 20\_\_\_\_

2. What was the job title of the position held? \_\_\_\_\_

3. What were the duties/responsibilities of the job? \_\_\_\_\_

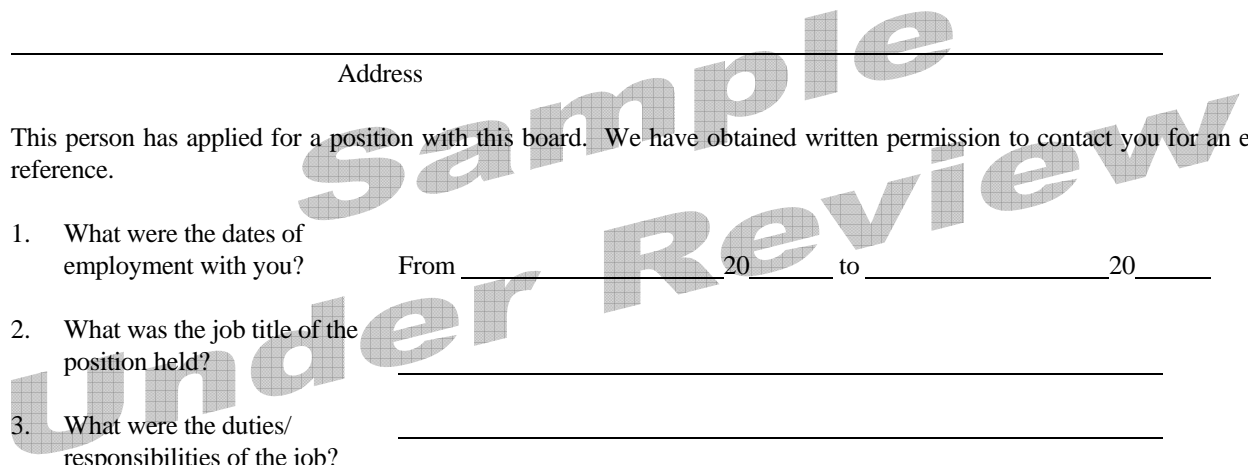
4. How effectively did he/she carry out these duties/responsibilities? \_\_\_\_\_

5. What job progress did he/she make? \_\_\_\_\_

6. (If not still employed in this organization)  
Has your organization recorded the reason why this person no longer works for you? \_\_\_\_\_

What is the recorded reason? \_\_\_\_\_

7. Would you re-employ? \_\_\_\_\_





REFERENCE CHECK FORM: EMPLOYMENT HISTORY - 2

8. What did you observe to be this person's job related strengths?

How were they demonstrated?

9. What, if any, did you observe to be this person's job related limitations? How were they demonstrated?

10. What communication/ interpersonal skills were key to the competent performance of this job?

How was this demonstrated?

11. Could you comment on his/her

(a) attendance

(b) acceptance of assigned tasks and responsibilities

(c) degree of supervision required to carry out the assigned tasks and responsibilities

(d) willingness to accept changes

12. Is there any information not already dealt with that we as a prospective employer should be advised of with regard to the ability of this applicant to satisfactorily perform the job within your organization?

**TO BE KEPT IN  
CANDIDATE'S FILE**

Checked by: (signature)

Date:

**EMPLOYMENT EQUITY  
COLLECTION OF DATA FOR APPOINTMENTS TO  
MANAGEMENT AND SUPERVISORY POSITIONS**

Please return to the  
appropriate Employee Services Officer  
Education Centre

School/Department/Facility

Chairperson of Interview Panel

1. Available Position Title

2. Type of competition

Internal

External

3. Date applications closed

4. Advertising media (e.g. job posting, newspaper - local, provincial, national)

5. Date(s) of interviews

6. Number of applicants      Internal to Board:      M \_\_\_ F \_\_\_ Total \_\_\_\_\_

External to Board:      M \_\_\_ F \_\_\_ Total \_\_\_\_\_

7. Number interviewed      Internal to Board:      M \_\_\_ F \_\_\_ Total \_\_\_\_\_

External to Board:      M \_\_\_ F \_\_\_ Total \_\_\_\_\_

8. Selection

(a) Internal to board appointment      M \_\_\_\_\_ F \_\_\_\_\_

(b) External to board appointment      M \_\_\_\_\_ F \_\_\_\_\_

9. Name of Successful Candidate

10. Selection Committee Members

\_\_\_\_\_  
Chairperson

04/92

\_\_\_\_\_  
Date

Date received in Employee Services \_\_\_\_\_