



GIVING FEEDBACK TO CANDIDATES POST-INTERVIEW

WHY IS IT IMPORTANT?

An important part of the recruitment and selection process is the opportunity for applicants to have good quality, constructive feedback following interviews. As an organisation with lots of internal and repeat applicants it is vital that support unsuccessful candidates well, as they are invested in our organisation and its future. We want to encourage strong unsuccessful candidates to apply and improve their candidacy with the feedback they receive.

Giving candidate feedback demonstrates that you go the extra mile as a potential employer and candidates will be impressed that you are taking the time to help them.

WHEN TO PROVIDE FEEDBACK?

- x Requests for feedback from employee applicants may delay your ability to fill the vacancy(ies) ; therefore it is important to provide feedback to employee applicants as soon as you are able
- x Feedback can be provided at any stage (shortlisting, testing, interview)
- x Respond to all requests for feedback as soon as you can

COLLECTIVE AGREEMENT REQUIREMENTS

CUPE 917 Article 16.03(b):

Applicants for posted positions who are unsuccessful shall be so notified. In addition, internal applicants and the Union shall be notified of the name of the successful applicant, normally within ten (10) working days of the date that the Department of Human Resources is notified in writing of the appointment recommendation. Unsuccessful internal applicants who have been interviewed may request a post-appointment interview with the person responsible for making the selection decision during which shortcomings and recommendations regarding future applications will be discussed.

CUPE 954 Article 16.05(e):

Unsuccessful internal applicants who have been interviewed may request a post-appointment interview with the person responsible for making the selection decision during which shortcomings and recommendations regarding future applications will be discussed. Should the Union request in writing the reasons for a selection decision, the University will meet with the Union as soon as practical to investigate the facts. The parties agree to full disclosure of the facts for this purpose.

CUPE 4163 TA Appendix, Appointment Procedures 13.02 (k):

The department will provide to TAs in the department, the names of the appointees, the section to which they have been appointed, and the hours of the appointment. Upon request, reasons for appointment will be given in writing, with copies to the Union.

PEA- Article 5.06(e):

Staff members who are not selected for interviews shall be notified in writing, and shall be entitled to reasons on request.

KEY TIPS TO SUCCESSFUL FEEDBACK

Do's

- x Review your notes on the applicant. (i.e. shortlisting decisions, scoring rationales, answer guides, interpretive guides)

- x Prepare feedback notes
- x Feedback meeting should take no more than 30 minutes
- x Describe the overall process
- x Describe how the applicant's skills and abilities compared to the established selection criteria. Feedback, like assessment more generally, must be directly linked to a candidate's skills and abilities against the selection criteria and not on any judgements of character.
- x Be professional, sensitive and provide feedback with positive intent of helping. Feedback should be constructive. Being truthful with candidates about where they need to develop is much more useful for them in the long run than avoiding faults and talking about the strength of the field.
- x Be open, honest, tactful, and focus on the applicant's skills and abilities in the hiring process. Discuss ways the applicant could improve to become successful (for example, provide tips on focusing their resume to the job requirements, or identify training and development opportunities that may develop and enhance the required skills)
- x Tell the applicant that your decision is final, that the hiring process was designed to appraise applicant knowledge, skills / abilities, competencies and past work performance that the same hiring process was consistently and fairly applied to all applicants
- x Listen to the applicant's concerns and answer their questions