

Tool 7: The Interview Plus - The Employer Reviews the Results with the Candidate to Draw Together All These Components

The key step in the assessment process is an interview following the assessments, in which the interviewer meets with the candidate to discuss the candidate's application and the results of the assessment components. If possible it is better to have two interviewers in order to gain two viewpoints and then come to a consensus decision. The interview enables the interviewers to:

- Present (and informally validate) the results of the assessment components with the candidate and review their performance:
 1. the workplace skills – the 10 skills related to: time management, computing, working with colleagues, professionalism, coping with social differences, integrity, lifelong learning, fatigue and stress, decision-making and problem-solving, and customer service. Most of these have a strong cultural component and you should not expect the candidate to be just like a Canadian from the get-go. The **self**-assessment questionnaire provides interviewers with the opportunity to discuss concrete examples of each workplace skill with the candidate.
 2. sector knowledge – the interview will be after the candidate has taken this test, which will give the interviewers an opportunity to see what knowledge the candidate already has and what will be needed as part of a personal development plan if the candidate is hired. Interviewers may want to ask the candidate related questions to confirm that the test is providing a reasonable measure of the candidate's sector knowledge. This is likely to identify learning needs (see Tool 11: Bridging any Gaps, Creating a Personal Learning Plan).
 3. writing English - just like Tool 2, the interview follows after this test, giving interviewers an opportunity to see what knowledge the candidate already has and what will be required in a personal development plan. Interviewers may want to confirm that the test provides a reasonable measure of the candidate's writing skills. This is likely to identify learning needs (see Tool 11 Bridging any Gaps, Creating a Learning Plan).
 4. the ITA skills passport may identify essential skills that need development.
 5. the psychometric tests of attitudes are less likely to identify skills needs that are part of a personal learning plan.

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6. the practical test is again like Tool 2 above: taken just before the interview, reviewed at the interview, and used to identify learning needs and to create a learning plan.
- Provide feedback to the candidate on their overall standing, their strengths and learning needs.
 - Discuss potential alternative careers for the candidate.
 - Tell the candidate of the overall decision for hire, if appropriate.
 - Respond to candidate questions and any concerns about the assessment components.

In turn, the interview is an opportunity for candidates to:

- Gain a more complete understanding of the assessment process and its components.
- Learn how they performed on the assessments and how the results indicate their level of knowledge and skills relative to the job in question.
- Understand how the knowledge and skills tested relate to the job.
- Learn about their strengths and gaps in skills and knowledge.
- Get an idea of potential alternative careers that match their abilities.
- Ask questions and provide feedback on the assessment process, the job and the organization.

In preparation for the interview, interviewers should:

- Arrange for a suitable opportunity and a quiet space for an uninterrupted and potentially lengthy discussion.
- Refer to “What You Need to Know When Recruiting Internationally-Trained Professionals” (page 4 of this document) and the relevant Sector Guide to see what cultural aspects need to be taken into account.
- Review and finalize scoring of all the component assessments.
- Assemble all assessment records and complete as much of the Assessment Summary (attached to this tool) as possible.
- Identify any points or apparent inconsistencies that need clarifying or verifying.
- Establish the candidate’s overall score based on assessment results.
- Determine key points to discuss with the candidate (clarifications and verifications, strengths, learning needs, trends or patterns).
- Based on the the candidate’s assessment results, identify possible alternative careers.

During the interview, present the results for each assessment and discuss with the candidate the strong and weak points of their performance. Also explain the candidate's overall score and your final recommendation for hire. Ensure that you:

- Provide assessments in a factual and neutral manner, rather than pronouncing judgment on the candidate's ability (e.g., "On this test, the solution you proposed did not address two important issues" rather than "You are bad at solving this kind of problem.")
- Give the candidate an opportunity to respond to the points raised and to pose questions.
- Record the candidate's reactions or concerns (space is provided on the Assessment Summary).
- Ask if the candidate would like to provide any other supplementary information about their application.
- Tell the candidate the overall recommendation for hire (See Tool 10: Rejection for cases in which the candidate is not recommended for hire).
- Suggest and discuss briefly potential alternative careers.

After the interview, enter additional information or make adjustments to the Assessment Summary based on the interview discussion, and pass the summary and assessment records rapidly to the employer so that a job offer can be made (if appropriate) or a formal rejection letter sent.

Assessment Summary

This summary is the official record of the candidate's performance, providing an evaluation of the candidate's knowledge, skills and overall qualifications for employment, based on the completed assessments. Provide a copy of the completed document to both the candidate and the employer.


- Print or type your comments clearly.
- Provide specific comments and use examples as appropriate from the candidate's responses.
- Provide a clear final recommendation Recommend for Hire/Not Recommended.


Candidate Information	
Name:	
Contact Details:	Cell: Home phone: Email: Address:
Date of Assessment and Interview:	
Source of Recruitment: (For e.g. Reference, Website, Job Fair etc.)	

Assessment Results and Overall Score

1.1.1 Enter the score for each assessment component and allocate an **overall score** based on the following guidelines.

- Level 0 (RED or UNSATISFACTORY) “Does not demonstrate minimum proficiency and lacks significant potential”**—this level describes a candidate who is assessed as **Red** in the Practical Test OR assessed as **Yellow** or **Red** in **2 or more parts** other than the Practical Test. It describes a level that may impede specific job functions. This candidate does not meet the minimum requirements.
- Level 1 (YELLOW or NEEDS IMPROVEMENT) “Does not demonstrate minimum proficiency but demonstrates significant potential”**—this level describes a candidate who is assessed as **Green** in the Practical Test AND **Red** or **Yellow** in **any 1 part** (other than the Practical Test). It describes a level that may impede a candidate’s performance with specific job functions in some areas if opportunities for improvement are not provided during the induction period. This candidate does not meet the minimum requirements but shows potential to improve given the opportunity for on the job training, guidance or coaching by a colleague or supervisor.
- Level 2 (GREEN or SATISFACTORY) “Demonstrates minimum proficiency or above”**—this level describes a candidate who is assessed as **Green** in **all** parts of the IMPACT Assessment. It describes a level of proficiency in skills which is likely to support and enable successful performance of specific job functions.

ASSESSMENT COMPONENT	SCORE <i>(check one ✓)</i>			REASON FOR SCORE
	Red	Yellow	Green	
1. General Workplace Skills Self-Assessment				
2. Industry Knowledge				
3. Writing Test				
4. ITA Essential Skills Passport				
5. Personality Assessment				
6. Practical Test 				
OVERALL SCORE				

 Indicates that a particular test is “**mandatory**” and must be performed at an acceptable level (Green) by a candidate in order to be recommended for hire.

Final Assessment and Recommendation

Summarize your perceptions of the candidate's strengths and any concerns that should be considered. Then provide your overall recommendation based on the overall score

- **Level 0 (RED or UNSATISFACTORY) "Does not demonstrate minimum proficiency and lacks significant potential"** The overall recommendation for this candidate is *"Not recommend for hire"*. Summarize your perceptions of the candidate's strengths and any concerns.
- **Level 1 (YELLOW or NEEDS IMPROVEMENT) "Does not demonstrate minimum proficiency but demonstrates significant potential"** The overall recommendation for this candidate is *"Recommend for hire"*. Summarize your perceptions of the candidate's strengths and any concerns.
- **Level 2 (GREEN or SATISFACTORY) "Demonstrates minimum proficiency or above"** The overall recommendation for this candidate is *"Highly recommend for hire"*. Summarize your perceptions of the candidate's strengths and any concerns.

Strengths:

Development needs:

Potential alternative careers and relevant resources:

Interview Notes:

Overall Recommendation

Highly recommend for hire

Recommend for hire

Not recommended for hire

Comments:

Interviewer(s) Name(s):

Signature(s)

Date: