

# GIVING FEEDBACK TO CANDIDATES POST-INTERVIEW

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## 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 we support unsuccessful candidates well, as they are invested in our organisation and its future. We want to encourage strong unsuccessful candidates to re-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?

- 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
- Feedback can be provided at any stage (i.e. shortlisting, testing, interview)
- 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-decision interview with the person responsible for making the selection decision during which shortcomings and recommendations regarding future applications will be discussed.

### **CUPE 951 – Article 16.05(e):**

Unsuccessful internal applicants who have been interviewed may request a post-decision 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 non-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**

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

- Prepare feedback notes
- Feedback meeting should take no more than 15-30 minutes
- Describe the overall process
- Describe how the applicant's skills and abilities compared to the pre-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.
- 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.
- 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)
- 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 and that the same hiring process was consistently and fairly applied to all applicants
- Listen to the applicant's concerns and answer their questions
- Confirm with the applicant that all his/ her questions were addressed
- Thank the applicant

#### Don'ts

- Don't make any statement that cannot be supported by evidence from the application form, the tests or the interview
- Do not disclose details of other candidates
- Don't overload candidates with too much feedback, for example keep to the 2 or 3 most important points

#### WHAT INFORMATION CAN I SHARE?

- Information that pertains only to the applicant requesting feedback
- Information about applicant results during shortlisting, assessment and reference check process.
- Applicant scores
- Information about scoring guides, answer keys, recruitment levels

Under the Freedom of Information and Protection of Privacy Act an applicant can formally request access to any of their personal information gathered in the appointment process.

#### WHEN FEEDBACK SESSIONS DON'T GO WELL

Not all feedback sessions will go smoothly. An applicant may disagree with your feedback or be visibly upset.

#### TIPS:

- Listen to applicants' concerns
- Remain calm and objective
- Remember, sometimes the applicant simply needs to express their feelings on the lack of success
- Arrange a follow-up session, if the feedback meeting is ineffective due to distress

#### DOCUMENTING YOUR FEEDBACK

Just as you document your competition, also document all your feedback discussions. You may need to refer to these notes as well as copies of correspondence if a staffing review is requested.