The Candidate Experience

COLLECTING VOICE FOR
AWARENESS & UNDERSTANDING

See yourself in Limestone

Where everyone achieves success and well-being

How candidates feel about the job application process from beginning to end, including:

- Ease and accessibility of website navigation

- Use of social media to promote opportunities

- Whether application process is mobile friendly

- Process components

- Communication throughout process

- Logistics

- Whether the process is inclusive

Hiring Processes in Limestone

- Standard interviews (small or larger panel)

- Group interviews

- Carousels

- Ice-breakers

- Self-reflections

- Presentations

- Written assessments

- In-basket exercises

As we revised our hiring procedure with the implementation of PPM 165, we engaged in consultation with internal and external partners.

At the outset, we invited our Human Rights & Equity Consultant to review our job postings and hiring processes for input.

Upon hire of our Human Rights & Equity Advisor, a further review was completed.

The HRE Advisor sat in on our group interview process and engaged in informal conversations with participants to hear about their experience.

This led to the introduction of the Candidate Experience Survey.
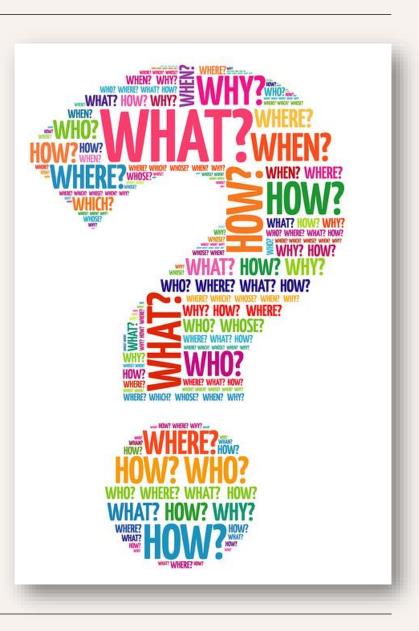
Looking at Hiring Processes

Administration of the Survey

- Staffing Consultants provide a link to the survey after each central hiring process, encouraging candidates to provide feedback on their experience.

- I send the survey out to Principal/Vice-Principal succession process candidates.
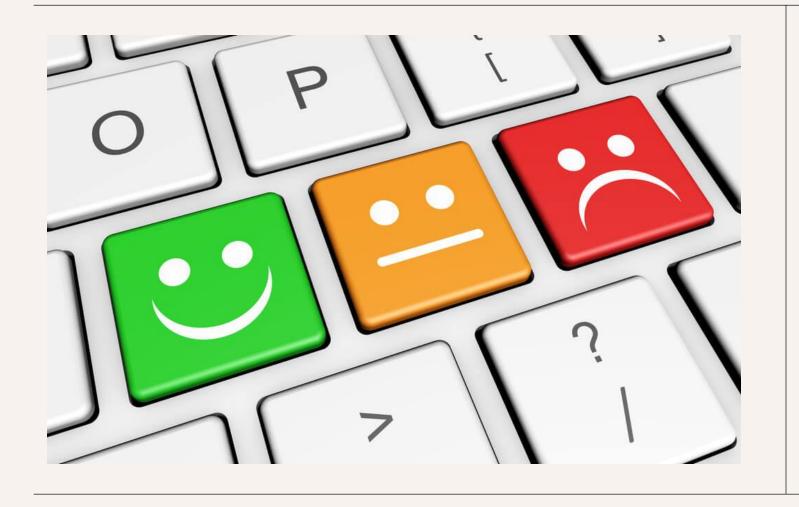
Questions Asked of Applicants

- What led them to apply to the position/Board.

- What role they applied to.

- Whether the application process enabled applicant to illustrate their experience and qualifications relative to position applied for.

- Whether the technology used during the application process was accessible and easy to use.

- Whether they would recommend the Board to others who are seeking employment.

- Whether they requested an accommodation to enable them to equitably participate in the process.

- Whether the accommodation met their needs and if not, why.

Applicant Feedback

- We have received 120 responses to the survey to date.

- Majority of applicants are based on recommendations from others to apply to LDSB and seeing opportunities on job sites.

- The majority of responses were from EA applicants, followed by Principal/Vice-Principal applicants and Elementary teacher applicants.

- 81% of applicants felt the application process allowed them to illustrate what they would bring to the role.

- 78% found the technology supporting the application process was easy to use.

- Only 9% of respondents requested accommodation as part of application process, 73% of which said needs were met. No comments were provided to determine why some felt needs were not met.

More Applicant Feedback

- Some felt their experience was worth less than academic credentials.

- Some feel the application process is a lot of work and cumbersome.

- Resume template is liked by those in the succession process.

Questions Asked of Interview Candidates

- Whether they were invited to an interview. If no, survey ends.

- What style of interview they experienced (individual, group or carousel).

- How they would rate their understanding of the role after the process.

- How they would rate their overall interview experience.

- How well prepared the interview team was.

- What they liked about the process and what they believed could be improved.

- They are asked to provide additional input on both the application process and/or the interview process, where invited to participate.

Candidate Feedback

- Of those who responded, 54% participated in an interview process.

- The majority participated in a group interview, followed by standard interview and then carousel (Principals only).

- The majority indicated that their experience was very positive followed by somewhat positive.

Feedback Received for Group Interviews

- Ease of parking during a stressful time.

- Who candidates are grouped with.

- Where panel members sit in relation to candidates is important.

- Who panel members are placed with.

- Ability to bring in artifacts that represent who they are as educator.

More Group Interview Reflections

- Group interview is preferred by most Casual EA, ECE and OT applicants but not liked by contract staff.

- Like hearing and learning from other candidates and the ability to build from their responses and experiences.

- Liked that the group process felt more like a discussion than formal panel interviews.

- Liked how friendly and welcoming the panel members were throughout the process.

- Concern that group interview highlights the best "speaker" and may overlook candidates who are less articulate.

- Concern with respect to amount of time it takes to complete the group interview process relative to the amount of speaking time for each candidate.

Candidates Also Said

Like getting the questions 15 minutes in advance.

Like having multiple components to the process to share knowledge and experience.

Icebreaker was helpful at the beginning.

Would like to be evaluated in the classroom so panel can see them in action.

Would like reflection questions a few minutes in advance.

Next Steps – Group Interview Considerations

- Ensure parking is available.

- Balance group portion with individual time.

- Need to look at the number in a group and length of time the process takes – reduce from 6 to 4 or 5 maximum.

- Need to consider when the group interview is used – better for pool hiring.

- How to incorporate artifacts.

- Provide reflection questions 5 minutes in advance

Feedback for Standard Interviews

Set up of room can be intimidating.

Can the order be changed in terms of when presentation and/or written is completed.

Timing of when questions are provided in advance.

More time to engage in dialogue when answering questions.

Would like greater ability to demonstrate who they are as educators.

Have clock on the wall so they can track time during written component.

Process was clearly outlined in advance so there were no surprises.

Would like confirmation emails and indication of timelines.

Next Steps Standard Interviews

- Room set up – create guidelines for hiring managers.
- Incorporating probing questions – some do this better than others.
- Time allotted for questions.
- Continue to incorporate multiple components into the process.
- Order of interview components
- Improved communication for timelines and feedback

Collecting Succession Process Feedback

- In addition to the formal Candidate Experience Survey, Principal candidates, provide feedback through our carousel process.

- Carousel involves 3 Senior Team pairings and 1 OPC pairing.

- OPC carousel is comprised of 1 representative per panel to gather candidate feedback on carousel process.

- An opportunity to also ask questions of OPC.

Succession Process Feedback

All questions were clearly centred around teaching and learning and therefore seemed to be some overlap of what carousel teams were asking.

Would like a broader spectrum of questions – relationship building, managing high level situations, inclusion of scenario-based question.

Would like more time with each carousel pairing for dialogue and sharing.

Would like transparency with respect to senior team pairings upfront and order of pairings/questions.

Some felt Director and Superintendent of Human Resources pairing was intimidating.

Would like clarity around weighting of components in the process.

Would like to see a job embedded component as part of the process.

Would like more clarity / understanding with respect to how the Predictive Index is used/incorporated.

A Few Additional Thoughts

Would like more time with the questions in advance or provide before each carousel.

Would like a smaller room to create a less formal connection between candidate and carousel members.

Follow up email was unnerving for some candidates.

Process was highly organized.

Liked the written/presentation components being sent in advance and not covering a weekend.

Liked the feeling that process was a discussion rather than simply pointed questions.

Enjoyed the leadership workshop leading up to the process.

Succession Process Next Steps

- After every process, we reflect on the process answering who, what, why, how, when and where.

- Need to look at time allotted for each carousel with increase to 30 minutes.

- Will provide individual candidates with senior team pairings, their respective order, and corresponding questions.

- Inclusion of Self-Reflection and Assessment to be completed upfront by potential applicants and endorsed by Principal and/or Supervisory Officer.

Succession Next Steps

- Need to consider the questions asked relative to the experience candidates have.

- Need to continue to build on how we use the Predictive Index to support the succession process.

- Need to further develop our succession plan to build year long process with compulsory components to develop greater capacity prior to entering admin roles.

We review the survey feedback 2 – 3 times per year.

Concerned that we would only hear from applicants/candidates who were unsuccessful and upset with process.

Feedback thus far has been balanced and overall, more positive than negative.

There is always room for improvement as no process will ever be perfect.

Review of Survey Feedback

Questions?