



**Conducting a Recruitment and Selection Process**  
**Sample Tools, Templates and Operating Guidelines**

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# Conducting a Recruitment and Selection Process

## Sample Tools, Templates and Operating Guidelines



Welcome to Conducting a Recruitment and Selection Process; Sample Tools, Templates and Operating Guidelines. This document has been written to support sport managers in recruiting and selecting their staff.

### 1. Introduction

Recruitment is one of the more critical roles for a manager. A bad hiring decision is costly. Hiring the right person, means higher performance and a stronger team. The information contained in this document is intended to be a practical guide to support sport managers in 'getting it right'.

"People are not your most important asset. The **right** people are." Jim Collins, Business Consultant, Author and Lecturer.

This guide will provide:

- A summary of a recruitment process from job description to reference check
- A template for pre-screening applicants
- A guide for developing screening tools
- Sample interview questions
- A template rating guide
- Guidelines for conducting reference checks

Along the way, hiring managers will also be provided with practical hints on what to do and what not to do through the hiring process.

So let's get started.....

## 2. Initiating the recruitment and selection process

Before initiating the process, the hiring managers should take the time to reflect on their organizational structure. Ask the following questions: Is this the best organizational structure to be able to deliver on our strategic directions? Does the current make up of this position embody the skills and competencies we need? Do we have any other potential vacancies on the horizon? Is our landscape changing.....requiring us to change direction? Can we financially afford to fill this vacancy? What other options do we have?

If the decision is to move forward, in the case of an existing position, the current job description must be reviewed and amended to ensure it reflects what will be the nature of the position. If it is a new position, a job description must be created. In both cases, it is important to ensure that the overall essence of the position is described in enough detail, so that the fundamental purpose of the job can be understood. Job descriptions are not meant to be a step-by-step description of the functions, nor detailed like you would find in a work plan. It is important to take great care in defining the education, experience and knowledge required to successfully fulfill the role, as this will be the foundation of the selection tools.

**Do:** define the fundamental purpose of the job

**Don't:** write a five-page work plan

## 3. Advertising

You will need to take the job description and turn it into an advertising poster. The intention of the poster is to succinctly describe the job, the education, skills and knowledge requirements as well as any defined competencies. Always refer potential applicants to the job description which you will post on your website.

New federal legislation has made it more difficult to hire foreign workers. As employers, you are also required to post the following or something similar when advertising a vacancy:

All qualified candidates are encouraged to apply, however, Canadian Citizens and permanent residents will be given priority. ([Employer- fill in the name](#)) is committed to employment equity and encourages application from all qualified candidates.

Advertising a job vacancy can be very expensive. You want to target your efforts where you will get the 'best buck for your bang'. Look to your network: Provincial Sport Organizations, members, Canadian Olympic Committee, Canadian Paralympic Committee to name a few. These organizations will either post your vacancy on their website or send it out to their member organizations.

The Sport Information Resource Centre (SIRC) is a valuable resource. Simply go to their website and follow instructions for posting a vacancy. And it's FREE! Other recommended sights to post are Workopolis and Linked In.

You must provide a reasonable amount of time for potential candidates to apply. On average, you should post for 3 to 4 weeks and be clear on your poster what you expect, such as:

- A covering letter outlining their experience or reasons why they are qualified for this position
- Language capability
- Salary expectations
- Willingness to relocate (if applicable)
- How they should apply (where to send their application)

It is important to remember that candidates are submitting their application in confidence. If the applications are not being directed to the hiring manager, it is imperative that whoever receives the applications maintains confidentiality.

**Do:** consider taking the time to acknowledge all applications

It is good practice to acknowledge receipt of applications. Yes, it takes a little longer, but it presents your organization in a good light. If you are not going to do this, then you should indicate on your poster that only applicants considered for an interview will be contacted.

#### 4. Selection Committee

Establish a reasonably sized Selection Committee. Consider expertise, gender, and stakeholders when selecting members. The role of the Selection Committee is to:

- Provide advice to the hiring manager
- Provide an assessment of candidates: strengths, weaknesses and suitability
- Agree on assessment tools

The Selection Committee must understand their role and recognize that they must maintain strict confidentiality. All discussions must remain within the Committee; no information should be shared outside of the Committee. Once the Selection Committee makes a decision, they need to speak with one voice.

**Do:** ensure that Selection Committee members understand that they must maintain confidentiality

For consistency purposes, the entire Selection Committee needs to participate in all interviews.

#### 5. Pre-Screening (see Appendix A for full sample)

The initial pre-screening is primarily a paper exercise with a follow-up telephone interview for short-listed applicants. The following are recommended steps:

- a) Determine the criteria you will use to screen the applicants (depending on the economy, it is not uncommon to receive hundreds of applications) Example:

CRITERIA	WEIGHTING X 1 = important X 2 = very important X 3 = especially important	SCALE 1-2-3
Identify the criteria you will utilize to assist in the pre-screening process.  The following are examples for a senior management position:	The weighting will allow emphasis to be placed on particular criteria	Criteria is measured on a scale of 1 to 3.
<b>1. Education</b>	X 2	<ol style="list-style-type: none"> <li>1. Bachelor's degree or extensive related experience</li> <li>2. Master's degree in related field</li> <li>3. Master's degree in related field with extensive related experience</li> </ol>
<b>2. Senior Leadership</b>	X 3	<ol style="list-style-type: none"> <li>1. Fewer than 5 years at a senior management level</li> <li>2. 5 to 8 years at a senior management level</li> <li>3. 5 to 8 years at a senior management level within sport</li> </ol>
<b>3. Revenue generation</b>	X 2	<ol style="list-style-type: none"> <li>1. Has participated in revenue generating initiative(s)</li> <li>2. Has led revenue generating initiative(s)</li> <li>3. Has led revenue generating initiative(s) within a sport organization</li> </ol>
<b>Plus 4. Management Experience / 5. Relationship &amp; Partnership / 6. Language</b>		

- b) Screen the applicants based on the established criteria. Assign a numerical value for each of the criteria. Follow up with a telephone interview as required. Highlight the applicants you would recommend to the Selection Committee to be invited to an interview.

### Screening of Applicants

Applicant name	Education 0 -1 - 2- 3 Weight x 2	Senior leadership 0 -1 - 2- 3 Weight x 3	Revenue generation 0 -1 - 2- 3 Weight x 2	Management experience 0 -1 - 2- 3 Weight x 3	Relationship /partnership 0 -1 - 2- 3 Weight x 3	Language 0 -1 - 2- 3 Weight x 2	TOTAL	COMMENTS
<b>Rating x Weighting = Score</b>								
Top scoring possibility:								
	6	9	6	9	9	6	45	
Name	3 x 2 = 6	3 x 3 = 9	3 x 2 = 6	3 x 3 = 9	3 x 3 = 9	3 x 2 = 6	45	Has worked in sport his whole career. She is currently the High Performance Director for (sport).
Name	2 x 2 = 4	3 x 3 = 9	3 x 2 = 6	3 x 3 = 9	3 x 3 = 9	3 x 2 = 6	43	Has worked as Director of Communication, Marketing and Development for (employer). Solid management experience.
Name	1 x 2 = 2	3 x 3 = 9	2 x 2 = 4	3 x 3 = 9	1 x 3 = 3	3 x 2 = 6	33	A marketing background with lots of management experience. Currently working as Director of Marketing with (employer)
Name	1 x 2 = 2	3 x 3 = 9	1 x 2 = 2	2 x 3 = 6	1 x 3 = 3	3 x 2 = 6	28	Describe experience as above
Name	1 x 2 = 2	2 x 3 = 6	1 x 2 = 2	2 x 3 = 6	1 x 3 = 3	3 x 2 = 6	25	Describe experience as above
Name	1 x 2 = 2	1 x 3 = 3	2 x 2 = 4	2 x 3 = 6	1 x 3 = 3	3 x 2 = 6	24	Describe experience as above

## 6. Selection Committee

Involvement of the Selection Committee is crucial to the success of the hiring process. The Committee will provide input into selection criteria and the interview-rating guide. In addition, the Committee will participate in the interview process. It is ideal to have a

Make sure all legislative and human rights processes and regulations are adhered to.

Committee member that has expertise in Human Resources and the hiring process. This member can ensure that all legislative and human rights processes and regulations are adhered to and can provide advice throughout the course of the process. This member can sit as a rating or non-rating member of the Committee.

In determining the size and composition of the Selection Committee, consider the nature of the position, expertise in assessing qualifications and involvement with outside stakeholders or client groups. Under normal circumstances, the incumbent should not be included on the Selection Committee; however it is foreseeable that a

situation may arise where it is necessary, i.e. the hiring manager does not have the expertise to assess the qualifications and this expertise only resides within the organization.

From the outset, the Selection Committee members should have a clear understanding of their role; review short-listed candidates, provide input as to who should be interviewed, participate in the selection interviews, provide advice to the hiring manager on the hiring of a candidate. The Selection Committee should strive for consensus, but in the case where that may not be reached, the final decision rests with the hiring manager. All Selection Committee members should be present for all interviews. Interview structures should be identical for each candidate. Introductory comments by the Chair or hiring manager should be similar.

## **7. Confidentiality**

Applicants have shared their information in confidence. All discussions and decisions reached by the Selection Committee must remain confidential. Information relating to the candidates or the process should not be shared with anyone outside the Committee.

## **8. Interview Selection Criteria and Rating Guide (see Appendix B)**

The hiring manager is responsible for developing the draft selection tools. These tools will consist of the criteria that will be measured, a numerical weight assigned to each criteria and a rating guide. These tools should be presented and discussed with the Selection Committee, amended as required and approved.

The hiring manager is responsible for drafting a series of questions to be used during the interview process. These questions should be designed to elicit information relevant to the rating criteria in order to permit the Committee to evaluate the candidates. These questions can range from a question and answer format, role-playing, presentation, and responding to various scenarios. Each of the selection criteria must be represented by a question or a series of questions. In addition to each of the questions, the hiring manager should define the elements of a strong

response. As a group, the Selection Committee should review the draft questions, amend as required and approve.

Questions should be assigned to each Committee members. This can be done randomly or by area of expertise / interest. Sample questions:

<p><b>Criteria:</b></p> <p><b>1. Overall Fit &amp; Suitability</b></p>	<p>Elements of a Strong Response:</p> <p><i>Note: The response to this section should be taken into consideration when rating all relevant criteria.</i></p> <ul style="list-style-type: none"> <li>✓ Demonstrated an interest in the organization</li> <li>✓ Strong sense of desired outcomes for this role</li> <li>✓ Background and experience in sync with this role</li> <li>✓ Expressed comfort in the interview</li> <li>✓ Established a positive rapport with the Selection Committee</li> <li>✓ Willingness to travel, work evenings and weekends</li> </ul>
<p><b>QUESTION:</b></p> <p>In order to help us get to know you, could you take a few minutes to tell us a bit about yourself, in particular:</p> <ul style="list-style-type: none"> <li>• Why are you interested in this position and how does this position fit into your career plans?</li> <li>• What portions of your background and experience make you an ideal candidate for this role?</li> <li>• What are your greatest growth areas required to be successful in this position?</li> <li>• Tell us what you are really passionate about. How would this position fit with your passion?</li> <li>• As senior leader with (name of organization), you would be required to travel (domestically and internationally), as well as work some evenings and weekends. Would this be a problem?</li> </ul>	
<p><b>NOTES:</b></p>	
<p><b>Criteria:</b></p> <p><b>2. Senior Leadership</b></p>	<p>Elements of a Strong Response:</p> <ul style="list-style-type: none"> <li>✓ Meet with key players to understand their issues - listen</li> <li>✓ Monitors activities to ensure that they are carried out in an appropriate and timely fashion</li> <li>✓ Focuses on timely completion of assignments</li> <li>✓ Prioritizes effectively</li> <li>✓ Makes decisions, takes action and moves projects forward</li> <li>✓ Builds confidence in and empowers people: staff, partners, stakeholders</li> <li>✓ Board sets direction and strategy</li> <li>✓ Keeps board and Senior Management Team informed</li> </ul>
<p><b>QUESTION:</b></p> <ul style="list-style-type: none"> <li>• Should you be the successful candidate, what would be your priorities for the first 30 days and the first 120 days? How would you determine these priorities?</li> <li>• What would be your biggest personal and professional challenge in undertaking this role?</li> <li>• Describe a situation where you faced a conflict or a stressful situation where you had to intervene to ensure success. How did you deal with it and what was the outcome?</li> <li>• What was the biggest risk you have ever taken? How did you mitigate the risk? Did it pay off?</li> <li>• 'Name of organization' answers directly to a Board of Directors. What do you perceive is the role of the board and your relationship with them? What has been your experience working with boards?</li> </ul>	
<p><b>NOTES:</b></p>	



The rating guide should be reflective of the selection criteria identified. Each criteria should be assigned a weighting. This will establish an order of importance. Sample rating guide:

<b>RATING GUIDE</b>			
<b>Name of Candidate:</b> _____			
<b>CRITERIA</b>	<b>SCORE 0-1-2-3-4</b>	<b>FACTOR Weight 1 - 2 - 3</b>	<b>RATING</b>
1. Oral Presentation		X 2 =	
2. Overall Fit & Suitability		X 2 =	
3. Senior Leadership		X 3 =	
4. (criteria)		X 3 =	
5. (criteria)		X 3 =	
6. (criteria)		X 3 =	
7. (criteria)		X 3 =	
8. (criteria)		X 2 =	
<b>OVERALL TOTAL:</b>			

*Determines the degree to which the candidate's response reflects the optimal responses*

*Definition of Score:*

- 0** No elements of a strong response
- 1** Some elements of a strong response provided with some depth
- 2** Meets elements of a strong response moderate depth
- 3** Exceeds elements of a strong response in considerable depth
- 4** Exceeds all or most elements of a strong response in considerable depth

## 9. Coordination of the Interviews

In consultation with the Selection Committee, the hiring manager selects the date(s) and location for the interviews. Although it is not possible to ensure anonymity for the candidates, care must be exercised in choosing a location.

Once a date(s) and location have been selected, the hiring manager should invite the candidates to the interview, preferably by phone and followed up by email. If the process includes an exercise to be completed by the candidate, instruction should be provided at this time. The candidates should also be provided with the names and titles of all members of the Selection Committee as well as the length of time that has been assigned to the interview. The purpose of the interview is to get to know the candidate, establish a rapport and assess qualifications and fit.

Provide the name and title of all Selection Committee members to the candidates.

## 10. The interview

On the day of the interview, the Selection Committee should convene 30 minutes prior to the first interview to review the process and go over any last minute questions. The hiring manager should have copies of the questions and rating guide available for each of the members.

At the start of each interview, candidates are introduced to each member. The hiring manager or chair, will explain the process:

- Length of time assigned for the interview
- Have a series of questions and each member will be asking questions
- The candidate will have an opportunity to ask questions as the end

The hiring manager should provide a brief 3 to 5 minute introduction to the organization, the role of the position being filled and any other pertinent information.

At the conclusion of the interview, the candidates are told when they can expect to be notified and what follow up steps might be required, i.e. second round interview, references, site visit.

At the conclusion of the interview, each Committee member should independently score the candidate using the agreed upon rating guide and score definition. The next step is for the Selection Committee to discuss their individual score and come to a consensus score and overall rating.

The hiring manager should collect all the rating guides and notes from each of the Committee members. These, along with the interview questions and rating guides must be kept in a secure location for 12 months. In the event that the decision and or process are challenged, these documents must be made available.

## **11. References**

Once the Selection Committee has agreed upon a preferred candidate, the hiring manager should request two or three references from the candidate. Preferably the candidate can provide the name of his/her current supervisor, if not, past supervisor, a colleague and an employee if applicable. It is preferable that the job description be provided prior to the reference interview.

The reference questions should be based on the requirements of the position, such as, if there is a supervisory function, then questions should be asked about the candidate's competence in this regard. The following are examples of areas that could be probed (depending on the position):

- The referee's relationship with the candidate (supervisor, past supervisor, colleague, direct report) and how long they have known the candidate
- Quality of work and ability to meet deadlines
- Success in building and maintaining partnerships
- Leadership skills both organizationally and with staff
- Innovator or an implementer
- Presentation skills
- Strategic thinker
- Interpersonal skills: listening, presentation, team building
- Strongest and weakest skills
- Would you hire or work with the candidate again?

The results of the reference interview should be summarized and discussed with the Selection Committee. Only then, can a decision be made as to whether a job offer should be made to this candidate.

Hope this guide assist in finding the **right** person for the job!