

## **Appendix A: Sample Interview Note-taking Booklet**

This template, designed to assess the [Key Leadership Competencies](#) available on the Canada Public Service Agency Website, may be adapted to suit any occupational group or level and the specific needs of your organization. Adapt or replace the competencies and choose the type and number of questions that are best suited to the position being staffed. For instance, specific situational and behavioural questions will need to be determined based on the occupational level and competencies being assessed.

# INTERVIEW NOTE-TAKING BOOKLET

Position Title, Group and Level: Assistant Deputy Minister

Selection Process Number: \_\_\_\_\_

Applicant's Name/ID #: \_\_\_\_\_

Date: \_\_\_\_\_

## Interview Board Members

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## **Opening the interview – 3-5 minutes**

### **Lead interviewer**

#### **Opening remarks - points to be covered:**

- Begin the interview by welcoming and thanking the applicant for attending and introduce the other board members.
- Put the applicant at ease by engaging in a moment of informal “small talk”.
- “As you know, we are here to interview you as part of the appointment process .....
- “You have already been given a copy of the questions and 30 minutes for preparation.”
- “You will have 60 minutes maximum for this interview.”
- “Providing detailed responses is important.”
- “You may take notes if you like. We will collect the notes at the end of the interview. You will not be assessed based on your notes.”
- “We will ask questions in turn.”
- “We will be taking notes throughout the interview, so we may not be able to maintain eye contact with you, but we are listening.”
- “You may ask us to repeat the questions, but we must respect the 60-minute interview duration.”
- “Do you have any questions before we begin?”

# Key Leadership Competencies Definitions

## Values & Ethics

### Integrity & Respect

Public service (PS) leaders serve Canadians, ensuring integrity in personal and organizational practices, and respect people and PS principles, including democratic, professional, ethical, and people values. They build respectful, bilingual, diverse and inclusive workplaces where decisions and transactions are transparent and fair. They hold themselves, their employees and their organizations accountable for their actions.

## Strategic Thinking

### Analysis & Ideas

PS leaders advise and plan based on analysis of issues and trends and how these link to the responsibilities, capabilities, and potential of their organization. They scan an ever-changing, complex environment in anticipation of emerging crises and opportunities. They develop well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflect the strategic direction of the PS and position the organization for success.

## Engagement

### People, Organizations, Partners

PS leaders engage people, organizations and partners in developing goals, executing plans and delivering results. They lay the groundwork by building coalitions with key players. They mobilize teams, building momentum to get things done by communicating clearly and consistently, investing time and energy to engage the whole organization. They use their negotiation skills and adaptability to encourage recognition of joint concerns and collaboration and to influence the success of outcomes. They follow and lead across boundaries to engage broad-based stakeholders, partners and constituencies in a shared agenda and strategy.

## Management Excellence

### Action Management, People Management, Financial Management

PS leaders deliver results by maximizing organizational effectiveness and sustainability. They ensure that people have the support and tools they need, and that the workforce as a whole has the capacity and diversity to meet current and longer-term organizational objectives. They align people, work, and systems with the business strategy to harmonize how they work and what they do. They implement rigorous and comprehensive human and financial resources accountability systems consistent with the Management Accountability Framework (MAF). They ensure that the integrity and management of information and knowledge are a responsibility at all levels, and a key factor in the design and execution of all policies and programs.

**Question #1 (Engagement) – 8-10 minutes**  
**Lead interviewer**

Behavioural question:

Sub-questions:

- What was the situation?
- Who or what was involved?
- What did you say or do and why?
- What was the outcome?

*Notes (continue on back of page if necessary):*

**Question #2 (Action Management and Strategic Thinking) – 8-10 minutes**  
**Interviewer 2**

Situational question:

Sub-questions:

- What would you do in this situation (being as specific as possible) and why?
- What factors would you consider?
- Who would you involve?

*Notes (continue on back of page if necessary):*

**Question #3 (People Management) – 8-10 minutes**  
**Interviewer 3**

Behavioural question:

Sub-questions:

- What was the situation?
- Who or what was involved?
- What did you say or do and why?
- What was the outcome?

*Notes (continue on back of page if necessary):*

**Question #4 (Financial Management) – 8-10 minutes**  
**Interviewer 2**

Situational question:

Sub-questions:

- What would you do in this situation (being as specific as possible) and why?
- What factors would you consider?
- Who would you involve?

*Notes (continue on back of page if necessary):*



**Question #5 (Values & Ethics) – 8-10 minutes**  
**Interviewer 3**

Behavioural question:

Sub-questions:

- What was the situation?
- Who or what was involved?
- What did you say or do and why?
- What was the outcome?

*Notes (continue on back of page if necessary):*

**Closing the interview – 3-5 minutes**

**Lead interviewer**

**Closing remarks - points to be covered:**

- Thank the applicant for participating in the structured interview.
- Ask if they have any questions regarding the interview or the process.
- Inform the applicant of the next steps of the process.

**Collect all interview material, including any notes taken by the applicant. Remind applicant that the interview questions are protected material and should not be discussed with others.**