

### KEY TIPS TO SUCCESSFUL FEEDBACK

- Review all relevant information i.e. resume, marking guides, interview notes
- Prepare feedback notes ahead of time
- Describe the shortlisting and assessment process
- Be approachable, honest, constructive, and realistic
- Provide details i.e. scores, expected responses, recruitment and target levels
- Discuss gaps – what was missing from applicants’ responses
- Answer questions
- Inform applicants that the decisions are final

### SAMPLES

*Situation: An employee applicant failed the written assignment and is requesting feedback*

**Appropriate feedback:** *In the written assignment, we were looking for the rationale for your answer (10 pts), the correct answer to the question (10 pts) and written communications skills (10 pts). You answered the question correctly (10/10 pts) but you did not explain how you got to the answer (your rationale 3/10 pts) and had numerous spelling and grammar mistakes (3/10 pts). Your total score of 16/30 was below our minimum of 17.5/30.*

**Inappropriate feedback:** *You scored 16/30 and did not meet the minimum requirement 17/30.*

*Situation: An applicant was very close to the top candidate after the interview (placed second). The difference was in a question about change leadership. The top candidate’s example was more complex with greater organizational impact demonstrated in change leadership.*

**Appropriate feedback:** *We were impressed by the thoroughness of your responses to our questions. Our second question assessed the competency change leadership and we were looking for an indication that the leadership you provided had an organization wide impact. You spoke about the impact on the team and the branch. To score higher, you would have needed to give us an example where you provided change leadership that impacted ministry wide operations.*

**Inappropriate feedback:** *The competition was very close and you placed second. You did really well in the interview and we hope you apply again.*

*Situation: Applicant didn’t meet the target competency level in Problem Solving and Judgement*

**Appropriate feedback:** *For Problem Solving and Judgement competency we were looking for an example that demonstrates behaviours at level 4. Your example for Problem Solving was at level 2: You have demonstrated that you linked together pieces of information to solve the problem and identify a solution and you were able to identify simple cause and effect relationships to understand issues or problems. In order to meet the target level 4 your example needed to have the following elements:*

- *Taking time to analyze component parts of the problem*
- *Talking about various consequences of possible actions and anticipation of obstacles*

- *Using of tools and techniques to analyze the situation and highlight the relationships between the various parts of the problem*
- *Talking about possible impacts on others or other issues*
- *Dealing with complex issues and large amount of information or data*
- *Anticipating other problems that are not clearly visible but may be related to the situation*

**Inappropriate feedback:** *You did really well in the interview and we were impressed with the examples you have shared with us. Unfortunately, your example for problem solving and judgment wasn't detailed enough.*

*Situation: Applicant failed the written assignment. There were 4 questions and applicants were required to demonstrate reading comprehension, find relevant information, and provide mock email response to fictional managers.*

**Appropriate feedback:** *Written assignment consisted of 4 questions. You have provided correct responses to 3 out of the 4 questions. You have not provided a correct response to question 3 that had 2 parts worth 4 points. The correct response to the fictional hiring manager should have included information about the requirement to complete calculation of years of continuous service and completion of reference checks, and should have included reference to the appropriate article, section of the act and/or policy. You have received 6 out of 10 points in total.*

*In addition, the mock email responses were used to assess your written communication skills. You have received 6 out of 12 points. To score higher, your written communication needed to be clearer, complete and provide information to the manager in a logical and easy to understand format.*

**Inappropriate feedback:** *You have not achieved enough points to move to the next stage of the process.*

**Questions? Need more assistance?**

Contact [AskMyHR](#)

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