

Last Name	First Name	Application Type	Confirmed (Y/N)	Employee Notified (Y/N)	Position	Shop Name	Offer Letter Prepared	Offer Letter Sent	Offer Letter Rec'd
S.22									

Notes:									
	still waiting to hear about final placements and positions - email sent to ED's on Friday, August 25								
	Janelle confirming salaries for lateral moves								
**Haven't filled in position numbers, payroll information, whether prob period is required									
**Waiting on effective dates of placements - sent email to ED's on Friday, August 25									
**CRC's have all been forwarded to PSA for them to submit - still waiting to hear back on several									
**Mail merge document created in Template Letters Folder-->Regular OIC - Merge for Internals.docx									

CRC Sent	CRC Rec'd	Ref Checks Complete (Y/N)	Prob Period (Y/N)	Classificat ion Band	Salary	Salary Bi Weekly	Position #	Pay List	Effective Date	Supervisor	File #	New/ Existing	Email
----------	-----------	---------------------------------	-------------------------	-------------------------	--------	---------------------	------------	----------	----------------	------------	--------	------------------	-------

s.22

Address 1	Postal Code
-----------	-------------

s.22

Name s.22	Location	Email	Phone Number	Source	CM	Sr PAO	PAO	Jr PAO
--------------	----------	-------	--------------	--------	----	--------	-----	--------

Page 005

Withheld pursuant to/removed as

s.22

NOTES FROM DEBRIEF DISCUSSION WITH INTERVIEW PANELS

Name	Interview Date	ED/CD Recommend	Position	Ref Check	Ref Check Complete	Test Results (53/75 = PASS)	Notes from Interview Panel
------	----------------	--------------------	----------	-----------	-----------------------	--------------------------------	----------------------------

s.22

Name	Email Address	Phone #	Position	Invite Sent	Test Date	Test Time	PASS/ FAIL	SCORE	PSA Notified	Notes/Comments
------	---------------	---------	----------	-------------	-----------	-----------	---------------	-------	-----------------	----------------

s.22

Name	Email Address	Phone #	Position	Invite Sent	Test Date	Test Time	PASS/ FAIL	SCORE	PSA Notified	Notes/Comments
------	---------------	---------	----------	-------------	-----------	-----------	---------------	-------	-----------------	----------------

s.22

Page 009

Withheld pursuant to/removed as

s.22

Last Name	First Name	Application Type	Position	Interviewed	Reference Conducted	Pass/Fail	Notified
s.22							

Last Name	First Name	New/Existing	Confirmed (Y/N)	Employee Notified (Y/N)	Comments	File #	Email	Position	Shop Name	Classification Band	Position #	Pay List	Effective Date
s.22													

Supervisor s.22	Offer Letter Prepared	Offer Letter Sent	Offer Letter Rec'd	CRC Sent	CRC Rec'd	Ref Checks Complete (Y/N)	Relocation (Y/N)	Prob Period (Y/N)	Probation tracking sheet updated (Y/N)	Acceptance letter sent to PSA	Start up Request sent to tech services	Welcome letter sent to new ee	Start up forms sent to new ee

Daily Update for PSA

	Outstanding Testing (screened in by PSA)						EOI Positions		
Date	Invitations	Declined	Scheduled	In For Marking	Passed	Failed	Confirmed	Outstanding	Total
23-Aug-17	17	1	3	1	2	0	17	7	24
24-Aug-17	17	7	7	4	3	0	19	5	24
25-Aug-17	48	10	23	0	12	2	19	5	24

Project Close Out:

GCPE Staffing



Project Sponsor	Susan Wood, Director, Employment Programs and Corporate Initiatives, BC Public Service Agency
Project Purpose	Rapid staffing strategy for GCPE
Requirement	Staff vacancies at multiple levels through concurrent internal and external recruitment approaches.

The challenge

Following the change in Government after the election, GCPE required significant staffing across the organization. The original scope covered:

- 52 vacancies
- Band 1 to Band 5
- 23 different job titles
- Three different divisions

The most critical hiring was needed in time for the first sitting of the Legislature (September 8th), supporting GCPE to meet its operational requirements during this significant and politically sensitive time. The project began early in August, typically a difficult time of year for recruitment compounded by vacation for hiring managers, GCPE HR and PSA staff.

Sources for new hires included:

- More than 200 unsolicited applications received by the Government Transition Team
- Existing applicant inventories
- New applicant inventories
- Individual postings for one-off hiring needs

Complexity was added by the need to identify and hire promotion-ready internal staff concurrently with the efforts to bring in new hires, which impacted both the number and types of hires needed. External applicants needed to be processed simultaneously with internal GCPE candidates whom we identified through Expressions of Interest.

Meeting the challenge

GCPE has a long-standing practice of running its own recruitment processes independently of the Public Service Agency. We needed to establish new processes and procedures for how we would work across our organizations to meet these recruitment needs in very short timeframes.

As the positions are all Order in Council appointments, we had greater flexibility in the staffing process than for positions that fall under the *Public Service Act*; however, there was a strong desire to ensure we brought rigour and merit, as well as greater transparency, to the hiring process thereby fostering trust with internal staff as well as other stakeholders.

In order to facilitate rapid staffing, I developed and proposed a condensed and focused process using techniques such as Round Robin and virtual interviews, and refined the assessment materials to target key competencies and focus on critical skills. Using these methods, we were able to interview more than three times the number of applicants than using traditional panel interviews. We complemented these approaches with traditional panels where needed, such as when interviewing for particular harder-to-hire roles. I adapted the approach as needed to meet the particular requirements of each business area to ensure both speed and quality of hire was being achieved.

The scope was adjusted periodically to reflect readiness within GCPE to move ahead with staffing certain roles; in particular, the Strategic Communications Division roles were largely moved out of scope. The focus was primarily in Phase 1 for the Communications Operations Division, with the Online Editors and FOI Lead roles in Phase 2.

Success

We achieved more than 60 hires over a 10-12 week period (see chart below). Additional PSA support has been provided to refine hiring practices and processes including screening and assessment criteria and targeted marketing of opportunities. The Agency also provided guidance and assistance with building management capacity regarding managing performance and probation periods.

In addition to the volume and rapidity of hiring, we have achieved a high degree of satisfaction from the hiring managers and Executive, as well as from the many applicants who have participated in the process. Positive feedback about their experience has been received verbally and in writing from numerous successful and unsuccessful applicants, including from those who had applied to GCPE in the past. I believe we have strengthened the GCPE and BC Public Service brand as a result, increasing our attractiveness as an employer, and positioning GCPE well for future recruitment and retention.

Project Hires – summary by role:

Communications Director	Band 3/4/5	Victoria	6
Communications Manager	Band 2/3/4	Victoria	12
Senior Public Affairs Officer	Band 2	Victoria	14
Public Affairs Officer	Band 1	Victoria	18
Junior Public Affairs Officer	Band 1	Victoria	6
Director, Writing	Band 4	Victoria	1
Online Editors	Band 1	Victoria	4*
FOI Lead	Band 1	Victoria	1
TOTAL			62

*1 in progress; 1 additional vacancy filled via Return-to-Work.

Removed from scope:

Writer	Band 1
Event Coordinator	Band 1
Media Relations Officer	Band 1
Public Affairs Officer, Media Relations	Band 1
Senior Online Editor, Today's News Online	Band 2
Corporate Communications Planning Officer	Band 1
Manager, Opinion Research	Band 3
Opinion Research Officer	Band 1
Manager, Digital Communications	Band 3
Senior Online Communications Officers	Band 2
Online Communications Officer	Band 1
Senior Marketing Officer	Band 2
Strategic Communications Advisor, Marketing	Band 3
ED, Marketing and Communications Support	Band 5
Financial Officer	FO18
Financial Services Coordinator	Clerk 11

For further details and to apply for a communications position in GCPE, please visit GCPE's online application system:

<https://www.brainhunter.com/frontoffice/searchSeekerJobAction.do?sitecode=pl302#searchResult>

Project Charter Lite:

GCPE Staffing



Project Title	GCPE Staffing
Project Sponsor	Susan Wood, Director, Employment Programs and Corporate Initiatives, BC Public Service Agency
Project Purpose	Rapid staffing strategy for GCPE
Requirement	Staff vacancies at multiple levels through concurrent internal and external recruitment approaches.
Major Deliverables	Priority positions filled by September 5, 2017 (see Appendix I for specific positions and numbers) for Phase 1. Lower priority positions and backfill to be addressed in Phase 2.
Rationale/Benefits	Ensure GCPE is sufficiently staffed to meet operational requirements in time for the Legislature returning September 8, 2017
Major Stakeholders	Mike Lowe, ADM, Communications Operations Division, GCPE Jason Butler, ED Corporate Services, GCPE Ministry GCPE Directors Ministry Executive (multiple)
Timeframe	Phase 1: Aug. 8 – Sept. 8, 2017 Phase 2: TBD
Major Milestones	Current inventories screened: August 9-14 Unsolicited resumes screened: August 9-14 EOIs sent/posted: August 10-17 External posting RMS / Brainhunter postings: August 10-17 Media plan: August 10-17 Assessments – written: August 14-16; August 18-22 Assessments – Interviews: August 17-18 and 23-25 Reference checks: August 21-28 CRCs: August 28-30 Offer letters: August 28 OICs raised: August 30
Resources	Staffing plan and PSA posting: Janet Backs, PSA GCPE EOIs and posting: Janelle Heron, GCPE Media/marketing: Carrie Daniels, PSA Classifications: Natalie Salloum, PSA Screening: GCPE/PSA Test administration: PSA Interview scheduling: PSA Interview chair(s): PSA Interview panelists: GCPE/ministry hiring managers Reference checks: GCPE/ministry hiring managers and/or PSA
Budget	
Status/Background	Draft EOIs; job profiles; Classification input; existing applicant inventories and unsolicited resumes;

	existing written test materials
Links and Dependencies	Internal staffing priorities concurrent with external approach – positions to be staffed with external candidates will be a moving target until internal decisions finalized.
Risk	Successful candidates' start dates may be dependent on negotiations with current employers; successful internal candidates will drive domino vacancies
Procurement	N/A
IT Systems	N/A
Privacy Impact	N/A
Communications	Internal GCPE staff re: EOIs; ministry GCPE teams re: timelines; external marketing of opportunities
Policy	N/A
Sustainment	N/A

Page 019 to/à Page 021

Withheld pursuant to/removed as

s.3

TOTAL CM INVENTORY	40
TOTAL PAO INVENTORY	89
TOTAL UNSOLICITED	118
TOTAL INTERNAL REFERRAL	44
TOTAL	291

TOTAL PASS
TOTAL FAIL
Need Review
Total Screened
% Screened

APPLICANT INFORMATION						SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SOURCE	Certificate/Degree in Communications Related field	Years of Experience	Supervisory & Leadership

s.22

Page 023 to/à Page 031

Withheld pursuant to/removed as

s.22

174	SCREENED IN	A	B
62	COMM MGR	35	1
62	SR PAO	26	0
236	PAO	121	19
81%	JR PAO	125	22

		SCREENING RESULT					TESTING				INTERVIEW		
Lead Complex Files & Projects	Extensive Comm Shop	SCREEN PASS/FAIL	COM MGR	SNR PAO	PAO	JNR PAO	WRITING	CRITICAL THINKING	Sent to GCPE for Testing	TESTING SENT DATE	TESTING PASS/FAIL	INVITE	Interview date

s.22

Page 033 to/à Page 041

Withheld pursuant to/removed as

s.22

	REFERENCES					
RESULT	References	Reference date	CRC	OFFER	Estimated Start date	Notes

s.22

Page 043 to/à Page 054

Withheld pursuant to/removed as

s.22

APPLICANT INFORMATION							SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SHIFT PEF: M-F 3:30-11:30 am M-F 2 - 10 pm M-F 12 -8 pm Sat/Sun 6 am - 2 pm Sat/Sun 1-9 pm	SOURCE	Post-secondary in Office Admin., Medical/Legal Transcrip., Writing, English or other related field	Experience as an Admin Prof.	Experience in transcription

s.22

				TESTING			INTERVIEW			REFERENCES			
Extensive experience using Mac computers	Typing speed (Pref. 55 wpm or better)	Preferece: ability to translate Cantonese or Punjabi	SCREEN PASS/FAIL	Scheduled for Testing	TEST DATE	TESTING PASS/FAIL	INVITE	Interview date	RESULT	References	Reference date	CRC	OFFER

s.22

Estimated Start date	Notes
-------------------------	-------

s.22

TOTAL CM INVENTORY	40
TOTAL PAO INVENTORY	89
TOTAL UNSOLICITED	118
TOTAL INTERNAL REFERRAL	44
TOTAL	291

TOTAL PASS
TOTAL FAIL
Need Review
Total Screened
% Screened

APPLICANT INFORMATION						SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SOURCE	Certificate/Degree in Communications Related field	Years of Experience	Supervisory & Leadership

s.22

Page 059 to/à Page 067

Withheld pursuant to/removed as

s.22

201	SCREENED IN	A	B
72	COMM MGR	35	1
24	SR PAO	26	0
273	PAO	130	22
94%	JR PAO	137	35

		SCREENING RESULT					TESTING				INTERVIEW		
Lead Complex Files & Projects	Extensive Comm Shop	SCREEN PASS/FAIL	COM MGR	SNR PAO	PAO	JNR PAO	WRITING	CRITICAL THINKING	Sent to GCPE for Testing	TESTING SENT DATE	TESTING PASS/FAIL	INVITE	Interview date

s.22

Page 069 to/à Page 077

Withheld pursuant to/removed as

s.22

	REFERENCES					
RESULT	References	Reference date	CRC	OFFER	Estimated Start date	Notes

s.22

Page 079 to/à Page 091

Withheld pursuant to/removed as

s.22

APPLICANT INFORMATION							SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SHIFT PEF: M-F 3:30-11:30 am M-F 2 - 10 pm M-F 12 -8 pm Sat/Sun 6 am - 2 pm Sat/Sun 1-9 pm	SOURCE	Post-secondary in Office Admin., Medical/Legal Transcrip., Writing, English or other related field	Experience as an Admin Prof.	Experience in transcription

s.22

				TESTING			INTERVIEW			REFERENCES			
Extensive experience using Mac computers	Typing speed (Pref. 55 wpm or better)	Preferece: ability to translate Cantonese or Punjabi	SCREEN PASS/FAIL	Scheduled for Testing	TEST DATE	TESTING PASS/FAIL	INVITE	Interview date	RESULT	References	Reference date	CRC	OFFER

s.22

Estimated Start date	Notes
-------------------------	-------

s.22

TOTAL CM INVENTORY	40
TOTAL PAO INVENTORY	89
TOTAL UNSOLICITED	118
TOTAL INTERNAL REFERRAL	44
TOTAL	291

TOTAL PASS
TOTAL FAIL
Need Review
Total Screened
% Screened

APPLICANT INFORMATION						SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SOURCE	Certificate/Degree in Communications Related field	Years of Experience	Supervisory & Leadership

s.22

Page 096

Withheld pursuant to/removed as

s.22

198	SCREENED IN	A	B
72	COMM MGR	35	1
27	SR PAO	26	0
270	PAO	130	22
93%	JR PAO	137	33

		SCREENING RESULT					TESTING				INTERVIEW		
Lead Complex Files & Projects	Extensive Comm Shop	SCREEN PASS/FAIL	COM MGR	SNR PAO	PAO	JNR PAO	WRITING	CRITICAL THINKING	Sent to GCPE for Testing	TESTING SENT DATE	TESTING PASS/FAIL	INVITE	Interview date

s.22

Page 098

Withheld pursuant to/removed as

s.22

	REFERENCES					
RESULT	References	Reference date	CRC	OFFER	Estimated Start date	Notes

s.22

Page 100 to/à Page 103

Withheld pursuant to/removed as

s.22

APPLICANT INFORMATION							SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SHIFT PEF: M-F 3:30-11:30 am M-F 2 - 10 pm M-F 12 -8 pm Sat/Sun 6 am - 2 pm Sat/Sun 1-9 pm	SOURCE	Post-secondary in Office Admin., Medical/Legal Transcrip., Writing, English or other related field	Experience as an Admin Prof.	Experience in transcription

s.22

				TESTING			INTERVIEW			REFERENCES			
Extensive experience using Mac computers	Typing speed (Pref. 55 wpm or better)	Preferece: ability to translate Cantonese or Punjabi	SCREEN PASS/FAIL	Scheduled for Testing	TEST DATE	TESTING PASS/FAIL	INVITE	Interview date	RESULT	References	Reference date	CRC	OFFER

s.22

Estimated Start date	Notes
-------------------------	-------

s.22

Unsolicited Resumes Screening							
First	Last	Email	Phone	Location	Group	Invite to test? Yes/No	Rationale: Education/Experience

s.22

Page 108 to/à Page 109

Withheld pursuant to/removed as

s.22

s.22

All applicants crossed referenced with other Inventory sheets in this document - Autumn Aug 22

Communications Manager Inventory						
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	4-6 years progressive experience in the communications field.	Supervisory experience or training

s.22

All applicants crossed referenced with other Inventory sheets in this document - Autumn Aug 22

Invite for a Writing Test	Writing Test Results	Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:
Yes/No	Min score is 53 (70%)		Yes/No	*Hired *Where *Not Hired	

s.22

Applications reviewed are from August 2017 onward

Public Affairs Officer Inventory					
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	18 months experience as a Junior Public Affairs Officer or 3 years of related experience in the communications field.

s.22

Page 114 to/à Page 121

Withheld pursuant to/removed as

s.22

Experience working in the field of communications for a large organization.	Invite for a Writing Test	Writing Test Results	Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:
Yes/No	Yes/No	Min score is 53 (70%)		Yes/No	*Hired *Where *Not Hired	

Applications reviewed are from June 2016 onward.

s.22

Page 123 to/à Page 130

Withheld pursuant to/removed as

s.22

Public Affairs Officer Inventory							
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	18 months experience as a Junior Public Affairs Officer or 3 years of related experience in the communications field.	Experience working in the field of communications for a large organization.	Invite for a Writing Test Yes/No

s.22

Page 132 to/à Page 143

Withheld pursuant to/removed as

s.22

Writing Test Results	Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:
Min score is 53 (70%)		Yes/No	*Hired *Where *Not Hired	

**Applications
reviewed are from
June 2016 onward.**

s.22

Page 145 to/à Page 155

Withheld pursuant to/removed as

s.22

Communications Manager Inventory								
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	4-6 years progressive experience in the communications field.	Supervisory experience or training	Invite for a Writing Test Yes/No	Writing Test Results Min score is 53 (70%)

s.22

				Applications reviewed are from August 2016 onward.
Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:	
	Yes/No	*Hired *Where *Not Hired		

s.22

Communications Manager Inventory								
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	4-6 years progressive experience in the communications field.	Supervisory experience or training	Invite for a Writing Test Yes/No	Writing Test Results Min score is 53 (70%)

s.22

Page 159 to/à Page 160

Withheld pursuant to/removed as

s.22

Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:
	Yes/No	*Hired *Where *Not Hired	

Applications reviewed are from August 2017 onward.

s.22

Page 162 to/à Page 163

Withheld pursuant to/removed as

s.22

Public Affairs Officer Inventory							
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	18 months experience as a Junior Public Affairs Officer or 3 years of related experience in the communications field.	Experience working in the field of communications for a large organization.	Invite for a Writing Test Yes/No

s.22

Page 165 to/à Page 176

Withheld pursuant to/removed as

s.22

Writing Test Results	Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:
Min score is 53 (70%)		Yes/No	*Hired *Where *Not Hired	

**Applications
reviewed are from
June 2016 onward.**

s.22

Page 178 to/à Page 188

Withheld pursuant to/removed as

s.22

Please note: Responsibility and accountability of the screening process lies with the Panel members.								
Title: Public Affairs Officer - internal referrals								
Applicant Information	Qualifications							
Name	Certificate or Degree in communicaitons or related field (journalism, public relations etc)	2 YEARS experience as a Junior Public Affairs Officer or equivalent combination of educaiton and Experience	Source	3 - 5 YEARS EXP	Supervisory experience	Meets qualifications? YES / NO / SOME	Shortlisted Yes / No	Comments (if needed)

s.22

Summary of Applicants - Public Affairs Officer
<i>internal referrals</i>

Applicant Name	Email Address	Primary Phone Number
----------------	---------------	----------------------

ROUND ROBIN PANELS - DRAFT SCHEDULE				
	Panel A	Panel B	Panel C	
8:30-9:00	Panel set up and preparation			Name
9:00-9:15	All - panel and applicants - meet and greet			9:00 - 10:40 PST
9:45-10:00				
10:05-10:20				
10:25-10:40				
10:40-11:00	Panel discussion			Name
11:00-11:15	All - panel and applicants - meet and greet			11:00 - 12:10 PST
11:15-11:30				
11:35-11:50				
11:55-12:10				
12:10-12:30	Panel discussion			
12:30-1:30	LUNCH			
1:30-1:45	All - panel and applicants - meet and greet			1:30 - 2:40 PM
1:45-2:00				
2:05-2:20				
2:25-2:40				
2:40-3:00	Panel discussion			Name
3:00-3:15	All - panel and applicants - meet and greet			3:00 - 3:55 PST
3:20-3:35				
3:40-3:55				

4:00-5:00 FINALIZE RANKINGS

Page 192 to/à Page 194

Withheld pursuant to/removed as

s.22

TRADITIONAL PANELS - DRAFT SCHEDULE			Applicants
	Panel A	Panel B	
9:00-9:30	Panel set up and prep		9:00-9:30 1 & 2 review questions
9:30-10:00	1	2	9:45-10:15 3 & 4 review questions
10:00-10:15	Panel discussion		
10:15-10:45	3	4	10:30-11:00 5 & 6 review questions
10:45-11:00	Panel discussion		
11:00-11:30	5	6	
11:30-11:45	Panel discussion		
12:00-1:00	LUNCH		12:30-1:00 7 & 8 review questions
1:00-1:30	7	8	1:15-1:45 9 & 10 review questions
1:30-1:45	Panel discussion		
1:45-2:15	9	10	2:00-2:30 11 & 12 review questions
2:15-2:30	Panel discussion		
2:30-3:00	11	12	2:45-3:15 13 & 14 review questions
3:00-3:15	Panel discussion		
3:15-3:45	13	14	
3:45-4:00	Panel discussion		
4:00-5:00	FINALIZE LIST OF OFFERS TO BE MADE		

Public Affairs Officer						
Candidates	Location	Willing to Relocate Yes/No	Email Address	Post Secondary degree in a communications related field (journalism, public relations, political science, writing, English, marketing etc.) and	18 months experience as a Junior Public Affairs Officer OR 3 years related experience in the Communications field	Experience working in the field of communications for a large organization

s.22

Inventory					
Invite for a Writing Test	Writing Test Results	Hiring Manager Notes/Rationale	Interview	Result	Not Hired Rationale:
Yes/No	Min score is 53 (70%)		Yes/No	*Hired *Where *Not Hired	

s.22

Comms Resumes							
First	Last	Email	Phone	Location	Group	Invite to test? Yes/No	Rationale: Education/Experience

s.22

Page 199 to/à Page 201

Withheld pursuant to/removed as

s.22

Page 202 to/à Page 204

Withheld pursuant to/removed as

s.13

SPECIFIC ACCOUNTABILITIES

Communications Director	Communications Manager	Senior Public Affairs Officer	Public Affairs Officer	Junior Public Affairs Officer
<ul style="list-style-type: none"> • Delivers on government communications priorities • Serves as the principal communications contact for the assigned Minister's office and primary media contact for the Minister • Primary spokesperson for the assigned ministry/agency (with the exception of Health Services) • Works closely with their assigned Minister(s)/Agency Head and their staff in the provision of advice and services on behalf of their ministry/agency to ensure corporate consistency, efficiency and effectiveness and in keeping with government objectives • Works closely with the Executive Director, Communications, to ensure the ministry's/agency's communications program supports the corporate direction established by Government Communications and Public Engagement and by the assigned Ministry's/Agency's service plan • Works closely with its ministry's Deputy Minister/Agency Head, serving on the Executive Committee, and providing communications advice and support to executive members and senior/program staff • Leads, directs and delivers a broad range of communications services for its assigned ministry/agency including: strategic communications planning; issues management; quick response; media relations including domestic and international media; communications services including domestic and international business outreach programs; news releases and backgrounders; publications content; speech writing; notes and strategies for legislative introductions; web content; media monitoring; events planning/management; staff supervision and direction; and public communications • Works in partnership with peer communications directors and other agencies on common communications initiatives and service improvement opportunities and to ensure an open exchange of information and active participation on joint projects/issues • Provides input into Bureau planning processes (e.g. business planning, annual budget submission, systems planning, business continuation) • Supervises and conducts employee performance and development planning process • Supports a stimulating and rewarding work environment for Government Communications and Public Engagement Staff 	<ul style="list-style-type: none"> • Manages general communications plans and projects • Supports the Communications Director by managing the operation of the assigned Communications Branch • Assists the Communications Director in: ministry strategic communications planning; issues management; quick response; media relations; and ministry communications services • Leads the staff in the provision of: issues management and talking points; ministry communications plans integrated with the government plan; news releases and backgrounders; publications content; speech writing; notes and strategies for legislative introductions; web content; media monitoring and event planning/management • Drafts communications materials and provide a complete range of communications services and expertise as required • Provides supervision of branch staff • Oversees the development and preparation of backgrounders, speeches, briefing materials, articles, publications, brochures, newsletters, manuals and other written/electronic materials • Coordinates and/or responds to inquiries and requests for information • Manages professional development needs and counsels staff on career opportunities • Participates in the employee performance and development and planning process • Produces and manages effective project requirements and service contracts within budget • Serves in the absence of the Communications Director • Performs other related duties as required 	<ul style="list-style-type: none"> • Develops and implements approved communication programs and strategic plans, and help assemble necessary resources: • Develops comprehensive communications strategies to guide communications activities in support of ministry programs and services • Undertakes highly sensitive ministry-wide communications assignments • Prepares briefing materials, fact sheets, etc. • Mentors and guides other communications officers as the opportunity arises • Supports issues management by identifying issues or potential issues • Provides advice on response to issues; and prepares issues notes and public/media statements for use in responding to public or media reaction to issues • Leads and liaises with non-communications staff on communications projects • Identifies target audiences and media outlets to maximize impact of announcements • Researches, coordinates and administers internal/external communication projects, services and information materials: • Researches and develops a variety of communications materials including news releases, articles, editorials, publications and other written communications products • Plans, coordinates and executes special projects, displays, events, minister's tours, etc. • Assesses communications programs, report findings and recommends improvements • Writes, edits, proofreads, designs, produces and distributes ministry written products/web materials • Writes and coordinates speeches, briefing notes, and media articles for the minister and senior staff • Participates in emergency/crisis communication activities • Coordinates other related communication services: • Prepares cost estimates for communications products/services including advertising • Produces presentations including power point presentations • Serves in the absence of the Communications Manager • Performs other related duties as required 	<ul style="list-style-type: none"> • Supports administration of internal/external communication projects and services: • Researches and develops a variety of communications materials including news releases, articles, editorials, publications and other written communications products • Plans, coordinates and executes special projects, displays, events, minister's tours, etc. • Implements approved communication programs and strategic plans, and helps assemble necessary resources • Undertakes highly sensitive ministry-wide communications assignments • Participates in emergency/crisis communication activities • Prepares briefing materials, fact sheets, etc. • Researches, coordinates and prepares information materials: • Writes, edits, proofreads, designs, produces and distributes ministry written products/web materials • Writes and coordinates speeches, briefing notes, and media articles for the minister and senior staff • Coordinates other related communication services: • Conducts issues management by identifying issues or potential issues • Provides advice on response to issues; and prepares issues notes and public/media statements for use in responding to public or media reaction to issues • Provides advice to non-communications staff on communications projects • Identifies target audiences and media outlets to maximize impact of announcements • Prepares cost estimates for communications products/services • Conducts media monitoring which could also include transcription • Produces presentations including power point presentations • Performs other related duties as required 	<ul style="list-style-type: none"> • Assists with administration of internal/external communications projects and services: • Develops a variety of communications materials including news releases, articles, editorials, publications and other written communications products • Special projects, displays, events, minister's tours, etc. • Implementation of approved communication programs and strategic plans, and helps assemble necessary resources • Supports and participates in emergency/crisis communication activities • Prepares briefing materials, fact sheets, etc. • Researches, coordinates and prepares information materials: • Assists with writing, editing, proofreading, designing, producing and distributing ministry written products/web materials • Drafts speeches, briefing notes, and media articles for review and edit by senior staff • Coordinates other related communication services: • Conducts media monitoring which could also include transcription • Produces presentations including power point presentations • Performs other related duties as required

QUALIFICATIONS

Communications Director	Communications Manager	Senior Public Affairs Officer	Public Affairs Officer	Junior Public Affairs Officer
<ul style="list-style-type: none"> • Post secondary degree in a communications related field (journalism, public relations, political science, English, writing, marketing, etc.) • 5-7 years in progressively more responsible communications positions • Incumbent must demonstrate continued learning and development of supervisory and executive leadership skills • Experience in a wide range of communications shops 	<ul style="list-style-type: none"> • Post secondary degree in a communications related field (journalism, public relations, political science, English, writing, marketing, etc.) Demonstrated writing ability (tested) • 4-6 years in progressively more responsible communications positions • Supervisory experience or supervisory training • Incumbent must demonstrate continued learning and development of management, supervisory and leadership skills • Must be capable of managing complex files and projects as a team leader • Experience in a wide range of communications shops • Knowledge of government and parliamentary procedures would be considered an asset • The incumbent can be called upon to serve as Communications Director in an acting capacity 	<ul style="list-style-type: none"> • Post secondary degree in a communications related field (journalism, public relations, political science, English, writing, marketing, etc.) and 3 years' experience as a Public Affairs Officer or equivalent combination of education and experience • Experience in a mentorship capacity • Experience working in the field of communications for a large organization. • Demonstrated writing ability and capacity for critical thinking (tested) • The incumbent can be called upon to serve as Communications Manager in an acting capacity 	<ul style="list-style-type: none"> • Post secondary degree in a communications related field (journalism, public relations, political science, English, writing, marketing, etc.) and 18 months' experience as a Junior Public Affairs Officer or 3 years related experience in the Communications field • Experience working in the field of communications for a large organization • Demonstrated writing ability and capacity for critical thinking (tested) 	<ul style="list-style-type: none"> • Certificate or degree in a communications related field (journalism, public relations, political science, English, writing, marketing, etc.) or equivalent combination of education and experience • Demonstrated writing ability and capacity for critical thinking (tested)

Page 207 to/à Page 231

Withheld pursuant to/removed as

s.13

GENERAL SERVICE AGREEMENT



For Administrative Purposes Only

Ministry Contract No.: C18PSA052
Requisition No.: _____
Solicitation No.(if applicable): _____
Commodity Code: _____

Contractor Information

Supplier Name: ITI International Technology
Integration Inc
Supplier No.: 388921
Telephone No.: 250-595-8282
E-mail Address: Stephanie.morin@iticanada.ca
Website: www.iticanada.ca

Financial Information

Client: 100
Responsibility Centre: 70881
Service Line: 34686
STOB: 6001/6002
Project: 7000000

Template version: July 31, 2017

TABLE OF CONTENTS

No.	Heading	Page
1.	Definitions	1
	1.1 General.....	1
	1.2 Meaning of "record"	2
2.	Services	2
	2.1 Provision of services.....	2
	2.2 Term	2
	2.3 Supply of various items.....	2
	2.4 Standard of care.....	2
	2.5 Standards in relation to persons performing Services.....	2
	2.6 Instructions by Province	2
	2.7 Confirmation of non-written instructions.....	2
	2.8 Effectiveness of non-written instructions.....	2
	2.9 Applicable laws.....	2
3.	Payment	3
	3.1 Fees and expenses.....	3
	3.2 Statements of accounts.....	3
	3.3 Withholding of amounts.....	3
	3.4 Appropriation	3
	3.5 Currency	3
	3.6 Non-resident income tax	3
	3.7 Prohibition against committing money	3
	3.8 Refunds of taxes.....	3
4.	Representations and Warranties	4
5.	Privacy, Security and Confidentiality	4
	5.1 Privacy	4
	5.2 Security	4
	5.3 Confidentiality	4
	5.4 Public announcements.....	5
	5.5 Restrictions on promotion.....	5
6.	Material and Intellectual Property	5
	6.1 Access to Material.....	5
	6.2 Ownership and delivery of Material.....	5
	6.3 Matters respecting intellectual property	5
	6.4 Rights relating to Incorporated Material.....	5
7.	Records and Reports	6
	7.1 Work reporting	6
	7.2 Time and expense records	6
8.	Audit	6

9.	Indemnity and Insurance	6
9.1	Indemnity	6
9.2	Insurance.....	6
9.3	Workers compensation	6
9.4	Personal optional protection	6
9.5	Evidence of coverage	7
10.	Force Majeure	7
10.1	Definitions relating to force majeure	7
10.2	Consequence of Event of Force Majeure	7
10.3	Duties of Affected Party	7
11.	Default and Termination	7
11.1	Definitions relating to default and termination	7
11.2	Province's options on default	8
11.3	Delay not a waiver.....	8
11.4	Province's right to terminate other than for default.....	8
11.5	Payment consequences of termination.....	8
11.6	Discharge of liability	8
11.7	Notice in relation to Events of Default	8
12.	Dispute Resolution	9
12.1	Dispute resolution process.....	9
12.2	Location of arbitration or mediation.....	9
12.3	Costs of mediation or arbitration	9
13.	Miscellaneous	9
13.1	Delivery of notices.....	9
13.2	Change of address or fax number	9
13.3	Assignment.....	9
13.4	Subcontracting	10
13.5	Waiver.....	10
13.6	Modifications	10
13.7	Entire agreement.....	10
13.8	Survival of certain provisions	10
13.9	Schedules	10
13.10	Independent contractor	10
13.11	Personnel not to be employees of Province	10
13.12	Key Personnel	11
13.13	Pertinent Information.....	11
13.14	Conflict of interest	11
13.15	Time.....	11
13.16	Conflicts among provisions	11
13.17	Agreement not permit nor fetter	11
13.18	Remainder not affected by invalidity	11
13.19	Further assurances.....	11
13.20	Additional terms.....	11
13.21	Governing law	12
14.	Interpretation	12
15.	Execution and Delivery of Agreement	12

SCHEDULE A – SERVICES

- Part 1 - Term
- Part 2 - Services
- Part 3 - Related Documentation
- Part 4 - Key Personnel

SCHEDULE B – FEES AND EXPENSES

- Part 1 - Maximum Amount Payable
- Part 2 - Fees
- Part 3 - Expenses
- Part 4 - Statements of Account
- Part 5 - Payments Due

SCHEDULE C – APPROVED SUBCONTRACTOR(S)

SCHEDULE D – INSURANCE

SCHEDULE E – PRIVACY PROTECTION SCHEDULE

SCHEDULE F – ADDITIONAL TERMS

SCHEDULE G – SECURITY SCHEDULE

THIS AGREEMENT is dated for reference the ____ day of _____, 20__.

BETWEEN:

INTERNATIONAL TECHNOLOGY INTEGRATION INC. (the "Contractor") with the following specified address:
854 PANDORA AVENUE
VICTORIA, BC V8W 1P4

AND:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, as represented by the Minister responsible for the BC Public Service Agency (the "Province") with the following specified address:
PO Box 9404 STN PROV GOVT
Victoria, BC V8W 9V1

The Province wishes to retain the Contractor to provide the services specified in Schedule A and, in consideration for the remuneration set out in Schedule B, the Contractor has agreed to provide those services, on the terms and conditions set out in this Agreement.

As a result, the Province and the Contractor agree as follows:

1 DEFINITIONS

General

1.1 In this Agreement, unless the context otherwise requires:

- (a) "Business Day" means a day, other than a Saturday or Sunday, on which Provincial government offices are open for normal business in British Columbia;
- (b) "Incorporated Material" means any material in existence prior to the start of the Term or developed independently of this Agreement, and that is incorporated or embedded in the Produced Material by the Contractor or a Subcontractor;
- (c) "Material" means the Produced Material and the Received Material;
- (d) "Produced Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are produced or provided by the Contractor or a Subcontractor and includes the Incorporated Material;
- (e) "Received Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are received by the Contractor or a Subcontractor from the Province or any other person;
- (f) "Services" means the services described in Part 2 of Schedule A;
- (g) "Subcontractor" means a person described in paragraph (a) or (b) of section 13.4; and
- (h) "Term" means the term of the Agreement described in Part 1 of Schedule A subject to that term ending earlier in accordance with this Agreement.

Meaning of "record"

1.2 The definition of "record" in the *Interpretation Act* is incorporated into this Agreement and "records" will bear a corresponding meaning.

2 SERVICES

Provision of services

2.1 The Contractor must provide the Services in accordance with this Agreement.

Term

- 2.2 Regardless of the date of execution or delivery of this Agreement, the Contractor must provide the Services during the Term.

Supply of various items

- 2.3 Unless the parties otherwise agree in writing, the Contractor must supply and pay for all labour, materials, equipment, tools, facilities, approvals and licenses necessary or advisable to perform the Contractor's obligations under this Agreement, including the license under section 6.4.

Standard of care

- 2.4 Unless otherwise specified in this Agreement, the Contractor must perform the Services to a standard of care, skill and diligence maintained by persons providing, on a commercial basis, services similar to the Services.

Standards in relation to persons performing Services

- 2.5 The Contractor must ensure that all persons employed or retained to perform the Services are qualified and competent to perform them and are properly trained, instructed and supervised.

Instructions by Province

- 2.6 The Province may from time to time give the Contractor reasonable instructions (in writing or otherwise) as to the performance of the Services. The Contractor must comply with those instructions but, unless otherwise specified in this Agreement, the Contractor may determine the manner in which the instructions are carried out.

Confirmation of non-written instructions

- 2.7 If the Province provides an instruction under section 2.6 other than in writing, the Contractor may request that the instruction be confirmed by the Province in writing, which request the Province must comply with as soon as it is reasonably practicable to do so.

Effectiveness of non-written instructions

- 2.8 Requesting written confirmation of an instruction under section 2.7 does not relieve the Contractor from complying with the instruction at the time the instruction was given.

Applicable laws

- 2.9 In the performance of the Contractor's obligations under this Agreement, the Contractor must comply with all applicable laws.

3 PAYMENT

Fees and expenses

- 3.1 If the Contractor complies with this Agreement, then the Province must pay to the Contractor at the times and on the conditions set out in Schedule B:
- (a) the fees described in that Schedule;
 - (b) the expenses, if any, described in that Schedule if they are supported, where applicable, by proper receipts and, in the Province's opinion, are necessarily incurred by the Contractor in providing the Services; and
 - (c) any applicable taxes payable by the Province under law or agreement with the relevant taxation authorities on the fees and expenses described in paragraphs (a) and (b).

The Province is not obliged to pay to the Contractor more than the "Maximum Amount" specified in Schedule B on account of fees and expenses.

Statements of accounts

- 3.2 In order to obtain payment of any fees and expenses under this Agreement, the Contractor must submit to the Province a written statement of account in a form satisfactory to the Province upon completion of the Services or at other times described in Schedule B.

Withholding of amounts

- 3.3 Without limiting section 9.1, the Province may withhold from any payment due to the Contractor an amount sufficient to indemnify, in whole or in part, the Province and its employees and agents against any liens or other third-party claims that have arisen or could arise in connection with the provision of the Services. An amount withheld under this section must be promptly paid by the Province to the Contractor upon the basis for withholding the amount having been fully resolved to the satisfaction of the Province.

Appropriation

- 3.4 The Province's obligation to pay money to the Contractor is subject to the *Financial Administration Act*, which makes that obligation subject to an appropriation being available in the fiscal year of the Province during which payment becomes due.

Currency

- 3.5 Unless otherwise specified in this Agreement, all references to money are to Canadian dollars.

Non-resident income tax

- 3.6 If the Contractor is not a resident in Canada, the Contractor acknowledges that the Province may be required by law to withhold income tax from the fees described in Schedule B and then to remit that tax to the Receiver General of Canada on the Contractor's behalf.

Prohibition against committing money

- 3.7 Without limiting section 13.10(a), the Contractor must not in relation to performing the Contractor's obligations under this Agreement commit or purport to commit the Province to pay any money except as may be expressly provided for in this Agreement.

Refunds of taxes

- 3.8 The Contractor must:
- (a) apply for, and use reasonable efforts to obtain, any available refund, credit, rebate or remission of federal, provincial or other tax or duty imposed on the Contractor as a result of this Agreement that the Province has paid or reimbursed to the Contractor or agreed to pay or reimburse to the Contractor under this Agreement; and
 - (b) immediately on receiving, or being credited with, any amount applied for under paragraph (a), remit that amount to the Province.

4 REPRESENTATIONS AND WARRANTIES

- 4.1 As at the date this Agreement is executed and delivered by, or on behalf of, the parties, the Contractor represents and warrants to the Province as follows:
- (a) except to the extent the Contractor has previously disclosed otherwise in writing to the Province,

- (i) all information, statements, documents and reports furnished or submitted by the Contractor to the Province in connection with this Agreement (including as part of any competitive process resulting in this Agreement being entered into) are in all material respects true and correct,
 - (ii) the Contractor has sufficient trained staff, facilities, materials, appropriate equipment and approved subcontractual or other agreements in place and available to enable the Contractor to fully perform the Services and to grant any licenses under this Agreement, and
 - (iii) the Contractor holds all permits, licenses, approvals and statutory authorities issued by any government or government agency that are necessary for the performance of the Contractor's obligations under this Agreement; and
- (b) if the Contractor is not an individual,
- (i) the Contractor has the power and capacity to enter into this Agreement and to observe, perform and comply with the terms of this Agreement and all necessary corporate or other proceedings have been taken and done to authorize the execution and delivery of this Agreement by, or on behalf of, the Contractor, and
 - (ii) this Agreement has been legally and properly executed by, or on behalf of, the Contractor and is legally binding upon and enforceable against the Contractor in accordance with its terms except as enforcement may be limited by bankruptcy, insolvency or other laws affecting the rights of creditors generally and except that equitable remedies may be granted only in the discretion of a court of competent jurisdiction.

5 PRIVACY, SECURITY AND CONFIDENTIALITY

Privacy

5.1 The Contractor must comply with the Privacy Protection Schedule attached as Schedule E.

Security

5.2 The Contractor must:

- (a) make reasonable security arrangements to protect the Material from unauthorized access, collection, use, disclosure, alteration or disposal; and
- (b) comply with the Security Schedule attached as Schedule G.

Confidentiality

5.3 The Contractor must treat as confidential all information in the Material and all other information accessed or obtained by the Contractor or a Subcontractor (whether verbally, electronically or otherwise) as a result of this Agreement, and not permit its disclosure or use without the Province's prior written consent except:

- (a) as required to perform the Contractor's obligations under this Agreement or to comply with applicable laws;
- (b) if it is information that is generally known to the public other than as result of a breach of this Agreement; or
- (c) if it is information in any Incorporated Material.

Public announcements

5.4 Any public announcement relating to this Agreement will be arranged by the Province and, if such consultation is reasonably practicable, after consultation with the Contractor.

Restrictions on promotion

- 5.5 The Contractor must not, without the prior written approval of the Province, refer for promotional purposes to the Province being a customer of the Contractor or the Province having entered into this Agreement.

6 MATERIAL AND INTELLECTUAL PROPERTY

Access to Material

- 6.1 If the Contractor receives a request for access to any of the Material from a person other than the Province, and this Agreement does not require or authorize the Contractor to provide that access, the Contractor must promptly advise the person to make the request to the Province.

Ownership and delivery of Material

- 6.2 The Province exclusively owns all property rights in the Material which are not intellectual property rights. The Contractor must deliver any Material to the Province immediately upon the Province's request.

Matters respecting intellectual property

- 6.3 The Province exclusively owns all intellectual property rights, including copyright, in:

- (a) Received Material that the Contractor receives from the Province; and
- (b) Produced Material, other than any Incorporated Material.

Upon the Province's request, the Contractor must deliver to the Province documents satisfactory to the Province that irrevocably waive in the Province's favour any moral rights which the Contractor (or employees of the Contractor) or a Subcontractor (or employees of a Subcontractor) may have in the Produced Material and that confirm the vesting in the Province of the copyright in the Produced Material, other than any Incorporated Material.

Rights in relation to Incorporated Material

- 6.4 Upon any Incorporated Material being embedded or incorporated in the Produced Material and to the extent that it remains so embedded or incorporated, the Contractor grants to the Province:
- (a) a non-exclusive, perpetual, irrevocable, royalty-free, worldwide license to exercise, in respect of that Incorporated Material, the rights set out in the *Copyright Act* (Canada), including the right to use, reproduce, modify, publish and distribute that Incorporated Material; and
 - (b) the right to sublicense or assign to third-parties any or all of the rights granted to the Province under section 6.4(a).

7 RECORDS AND REPORTS

Work reporting

- 7.1 Upon the Province's request, the Contractor must fully inform the Province of all work done by the Contractor or a Subcontractor in connection with providing the Services.

Time and expense records

- 7.2 If Schedule B provides for the Contractor to be paid fees at a daily or hourly rate or for the Contractor to be paid or reimbursed for expenses, the Contractor must maintain time records and books of account, invoices, receipts and vouchers of expenses in support of those payments, in form and content satisfactory to the Province. Unless otherwise specified in this Agreement, the Contractor must retain such documents for a period of not less than seven years after this Agreement ends.

8 AUDIT

- 8.1 In addition to any other rights of inspection the Province may have under statute or otherwise, the Province may at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy any of the Material and the Contractor must permit, and provide reasonable assistance to, the exercise by the Province of the Province's rights under this section.

9 INDEMNITY AND INSURANCE

Indemnity

- 9.1 The Contractor must indemnify and save harmless the Province and the Province's employees and agents from any loss, claim (including any claim of infringement of third-party intellectual property rights), damage award, action, cause of action, cost or expense that the Province or any of the Province's employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends, (each a "Loss") to the extent the Loss is directly or indirectly caused or contributed to by:
- (a) any act or omission by the Contractor or by any of the Contractor's agents, employees, officers, directors or Subcontractors in connection with this Agreement; or
 - (b) any representation or warranty of the Contractor being or becoming untrue or incorrect.

Insurance

- 9.2 The Contractor must comply with the Insurance Schedule attached as Schedule D.

Workers compensation

- 9.3 Without limiting the generality of section 2.9, the Contractor must comply with, and must ensure that any Subcontractors comply with, all applicable occupational health and safety laws in relation to the performance of the Contractor's obligations under this Agreement, including the *Workers Compensation Act* in British Columbia or similar laws in other jurisdictions.

Personal optional protection

- 9.4 The Contractor must apply for and maintain personal optional protection insurance (consisting of income replacement and medical care coverage) during the Term at the Contractor's expense if:
- (a) the Contractor is an individual or a partnership of individuals and does not have the benefit of mandatory workers compensation coverage under the *Workers Compensation Act* or similar laws in other jurisdictions; and
 - (b) such personal optional protection insurance is available for the Contractor from WorkSafeBC or other sources.

Evidence of coverage

- 9.5 Within 10 Business Days of being requested to do so by the Province, the Contractor must provide the Province with evidence of the Contractor's compliance with sections 9.3 and 9.4.

10 FORCE MAJEURE

Definitions relating to force majeure

10.1 In this section and sections 10.2 and 10.3:

- (a) "Event of Force Majeure" means one of the following events:
 - (i) a natural disaster, fire, flood, storm, epidemic or power failure,
 - (ii) a war (declared and undeclared), insurrection or act of terrorism or piracy,
 - (iii) a strike (including illegal work stoppage or slowdown) or lockout, or
 - (iv) a freight embargoif the event prevents a party from performing the party's obligations in accordance with this Agreement and is beyond the reasonable control of that party; and
- (b) "Affected Party" means a party prevented from performing the party's obligations in accordance with this Agreement by an Event of Force Majeure.

Consequence of Event of Force Majeure

10.2 An Affected Party is not liable to the other party for any failure or delay in the performance of the Affected Party's obligations under this Agreement resulting from an Event of Force Majeure and any time periods for the performance of such obligations are automatically extended for the duration of the Event of Force Majeure provided that the Affected Party complies with the requirements of section 10.3.

Duties of Affected Party

10.3 An Affected Party must promptly notify the other party in writing upon the occurrence of the Event of Force Majeure and make all reasonable efforts to prevent, control or limit the effect of the Event of Force Majeure so as to resume compliance with the Affected Party's obligations under this Agreement as soon as possible.

11 DEFAULT AND TERMINATION

Definitions relating to default and termination

11.1 In this section and sections 11.2 to 11.4:

- (a) "Event of Default" means any of the following:
 - (i) an Insolvency Event,
 - (ii) the Contractor fails to perform any of the Contractor's obligations under this Agreement, or
 - (iii) any representation or warranty made by the Contractor in this Agreement is untrue or incorrect; and
- (b) "Insolvency Event" means any of the following:
 - (i) an order is made, a resolution is passed or a petition is filed, for the Contractor's liquidation or winding up,
 - (ii) the Contractor commits an act of bankruptcy, makes an assignment for the benefit of the Contractor's creditors or otherwise acknowledges the Contractor's insolvency,
 - (iii) a bankruptcy petition is filed or presented against the Contractor or a proposal under the *Bankruptcy and Insolvency Act* (Canada) is made by the Contractor,
 - (iv) a compromise or arrangement is proposed in respect of the Contractor under the *Companies' Creditors Arrangement Act* (Canada),
 - (v) a receiver or receiver-manager is appointed for any of the Contractor's property, or
 - (vi) the Contractor ceases, in the Province's reasonable opinion, to carry on business as a going concern.

Province's options on default

- 11.2 On the happening of an Event of Default, or at any time thereafter, the Province may, at its option, elect to do any one or more of the following:
- (a) by written notice to the Contractor, require that the Event of Default be remedied within a time period specified in the notice;
 - (b) pursue any remedy or take any other action available to it at law or in equity; or
 - (c) by written notice to the Contractor, terminate this Agreement with immediate effect or on a future date specified in the notice, subject to the expiration of any time period specified under section 11.2(a).

Delay not a waiver

- 11.3 No failure or delay on the part of the Province to exercise its rights in relation to an Event of Default will constitute a waiver by the Province of such rights.

Province's right to terminate other than for default

- 11.4 In addition to the Province's right to terminate this Agreement under section 11.2(c) on the happening of an Event of Default, the Province may terminate this Agreement for any reason by giving at least 10 days' written notice of termination to the Contractor.

Payment consequences of termination

- 11.5 Unless Schedule B otherwise provides, if the Province terminates this Agreement under section 11.4:
- (a) the Province must, within 30 days of such termination, pay to the Contractor any unpaid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that was completed to the Province's satisfaction before termination of this Agreement; and
 - (b) the Contractor must, within 30 days of such termination, repay to the Province any paid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that the Province has notified the Contractor in writing was not completed to the Province's satisfaction before termination of this Agreement.

Discharge of liability

- 11.6 The payment by the Province of the amount described in section 11.5(a) discharges the Province from all liability to make payments to the Contractor under this Agreement.

Notice in relation to Events of Default

- 11.7 If the Contractor becomes aware that an Event of Default has occurred or anticipates that an Event of Default is likely to occur, the Contractor must promptly notify the Province of the particulars of the Event of Default or anticipated Event of Default. A notice under this section as to the occurrence of an Event of Default must also specify the steps the Contractor proposes to take to address, or prevent recurrence of, the Event of Default. A notice under this section as to an anticipated Event of Default must specify the steps the Contractor proposes to take to prevent the occurrence of the anticipated Event of Default.

12 DISPUTE RESOLUTION

Dispute resolution process

- 12.1 In the event of any dispute between the parties arising out of or in connection with this Agreement, the following dispute resolution process will apply unless the parties otherwise agree in writing:
- (a) the parties must initially attempt to resolve the dispute through collaborative negotiation;

- (b) if the dispute is not resolved through collaborative negotiation within 15 Business Days of the dispute arising, the parties must then attempt to resolve the dispute through mediation under the rules of the Mediate BC Society; and
- (c) if the dispute is not resolved through mediation within 30 Business Days of the commencement of mediation, the dispute must be referred to and finally resolved by arbitration under the *Arbitration Act*.

Location of arbitration or mediation

- 12.2 Unless the parties otherwise agree in writing, an arbitration or mediation under section 12.1 will be held in Victoria, British Columbia.

Costs of mediation or arbitration

- 12.3 Unless the parties otherwise agree in writing or, in the case of an arbitration, the arbitrator otherwise orders, the parties must share equally the costs of a mediation or arbitration under section 12.1 other than those costs relating to the production of expert evidence or representation by counsel.

13 MISCELLANEOUS

Delivery of notices

- 13.1 Any notice contemplated by this Agreement, to be effective, must be in writing and delivered as follows:
- (a) by fax to the addressee's fax number specified on the first page of this Agreement, in which case it will be deemed to be received on the day of transmittal unless transmitted after the normal business hours of the addressee or on a day that is not a Business Day, in which cases it will be deemed to be received on the next following Business Day;
 - (b) by hand to the addressee's address specified on the first page of this Agreement, in which case it will be deemed to be received on the day of its delivery; or
 - (c) by prepaid post to the addressee's address specified on the first page of this Agreement, in which case if mailed during any period when normal postal services prevail, it will be deemed to be received on the fifth Business Day after its mailing.

Change of address or fax number

- 13.2 Either party may from time to time give notice to the other party of a substitute address or fax number, which from the date such notice is given will supersede for purposes of section 13.1 any previous address or fax number specified for the party giving the notice.

Assignment

- 13.3 The Contractor must not assign any of the Contractor's rights or obligations under this Agreement without the Province's prior written consent. Upon providing written notice to the Contractor, the Province may assign to any person any of the Province's rights under this Agreement and may assign to any "government corporation", as defined in the *Financial Administration Act*, any of the Province's obligations under this Agreement.

Subcontracting

- 13.4 The Contractor must not subcontract any of the Contractor's obligations under this Agreement to any person without the Province's prior written consent, excepting persons listed in the attached Schedule C. No subcontract, whether consented to or not, relieves the Contractor from any obligations under this Agreement. The Contractor must ensure that:
- (a) any person retained by the Contractor to perform obligations under this Agreement; and
 - (b) any person retained by a person described in paragraph (a) to perform those obligations fully complies with this Agreement in performing the subcontracted obligations.

Waiver

- 13.5 A waiver of any term or breach of this Agreement is effective only if it is in writing and signed by, or on behalf of, the waiving party and is not a waiver of any other term or breach.

Modifications

- 13.6 No modification of this Agreement is effective unless it is in writing and signed by, or on behalf of, the parties.

Entire agreement

- 13.7 This Agreement (including any modification of it) constitutes the entire agreement between the parties as to performance of the Services.

Survival of certain provisions

- 13.8 Sections 2.9, 3.1 to 3.4, 3.7, 3.8, 5.1 to 5.5, 6.1 to 6.4, 7.1, 7.2, 8.1, 9.1, 9.2, 9.5, 10.1 to 10.3, 11.2, 11.3, 11.5, 11.6, 12.1 to 12.3, 13.1, 13.2, 13.8, and 13.10, any accrued but unpaid payment obligations, and any other sections of this Agreement (including schedules) which, by their terms or nature, are intended to survive the completion of the Services or termination of this Agreement, will continue in force indefinitely subject to any applicable limitation period prescribed by law, even after this Agreement ends.

Schedules

- 13.9 The schedules to this Agreement (including any appendices or other documents attached to, or incorporated by reference into, those schedules) are part of this Agreement.

Independent contractor

- 13.10 In relation to the performance of the Contractor's obligations under this Agreement, the Contractor is an independent contractor and not:
- (a) an employee or partner of the Province; or
 - (b) an agent of the Province except as may be expressly provided for in this Agreement.

The Contractor must not act or purport to act contrary to this section.

Personnel not to be employees of Province

- 13.11 The Contractor must not do anything that would result in personnel hired or used by the Contractor or a Subcontractor in relation to providing the Services being considered employees of the Province.

Key Personnel

- 13.12 If one or more individuals are specified as "Key Personnel" of the Contractor in Part 4 of Schedule A, the Contractor must cause those individuals to perform the Services on the Contractor's behalf, unless the Province otherwise approves in writing, which approval must not be unreasonably withheld.

Pertinent information

- 13.13 The Province must make available to the Contractor all information in the Province's possession which the Province considers pertinent to the performance of the Services.

Conflict of interest

- 13.14 The Contractor must not provide any services to any person in circumstances which, in the Province's reasonable opinion, could give rise to a conflict of interest between the Contractor's duties to that person and the Contractor's duties to the Province under this Agreement.

Time

- 13.15 Time is of the essence in this Agreement and, without limitation, will remain of the essence after any modification or extension of this Agreement, whether or not expressly restated in the document effecting the modification or extension.

Conflicts among provisions

- 13.16 Conflicts among provisions of this Agreement will be resolved as follows:
- (a) a provision in the body of this Agreement will prevail over any conflicting provision in, attached to or incorporated by reference into a schedule, unless that conflicting provision expressly states otherwise; and
 - (b) a provision in a schedule will prevail over any conflicting provision in a document attached to or incorporated by reference into a schedule, unless the schedule expressly states otherwise.

Agreement not permit nor fetter

- 13.17 This Agreement does not operate as a permit, license, approval or other statutory authority which the Contractor may be required to obtain from the Province or any of its agencies in order to provide the Services. Nothing in this Agreement is to be construed as interfering with, or fettering in any manner, the exercise by the Province or its agencies of any statutory, prerogative, executive or legislative power or duty.

Remainder not affected by invalidity

- 13.18 If any provision of this Agreement or the application of it to any person or circumstance is invalid or unenforceable to any extent, the remainder of this Agreement and the application of such provision to any other person or circumstance will not be affected or impaired and will be valid and enforceable to the extent permitted by law.

Further assurances

- 13.19 Each party must perform the acts, execute and deliver the writings, and give the assurances as may be reasonably necessary to give full effect to this Agreement.

Additional terms

- 13.20 Any additional terms set out in the attached Schedule F apply to this Agreement.

Governing law

- 13.21 This Agreement is governed by, and is to be interpreted and construed in accordance with, the laws applicable in British Columbia.

14 INTERPRETATION

14.1 In this Agreement:

- (a) "includes" and "including" are not intended to be limiting;
- (b) unless the context otherwise requires, references to sections by number are to sections of this Agreement;
- (c) the Contractor and the Province are referred to as "the parties" and each of them as a "party";
- (d) "attached" means attached to this Agreement when used in relation to a schedule;
- (e) unless otherwise specified, a reference to a statute by name means the statute of British Columbia by that name, as amended or replaced from time to time;
- (f) the headings have been inserted for convenience of reference only and are not intended to describe, enlarge or restrict the scope or meaning of this Agreement or any provision of it;
- (g) "person" includes an individual, partnership, corporation or legal entity of any nature; and
- (h) unless the context otherwise requires, words expressed in the singular include the plural and *vice versa*.

15 EXECUTION AND DELIVERY OF AGREEMENT

- 15.1 This Agreement may be entered into by a separate copy of this Agreement being executed by, or on behalf of, each party and that executed copy being delivered to the other party by a method provided for in section 13.1 or any other method agreed to by the parties.

The parties have executed this Agreement as follows:

<p>SIGNED on the <u>11</u> day of <u>AUG</u>, 20<u>17</u> by the Contractor (or, if not an individual, on its behalf by its authorized signatory or signatories):</p> <p><u>[Signature]</u> Signature(s)</p> <p><u>JOHN SHERRAH</u> Print Name(s)</p> <p><u>CEO</u> Print Title(s)</p>	<p>SIGNED on the <u>11th</u> day of <u>AUGUST</u>, 20<u>17</u> on behalf of the Province by its duly authorized representative:</p> <p><u>[Signature]</u> Signature</p> <p><u>Susan Wood</u> Print Name</p> <p><u>Director, Employment Programs & Corporate Initiatives</u> Print Title</p>
--	--

Schedule A – Services

PART 1. TERM:

1. The term of this Agreement commences on August 14, 2017 and ends on December 31, 2017.

PART 2. SERVICES:

Outputs

The Contractor must provide recruitment services as directed by the contract manager that may include, but are not limited to:

- Screening applicants
- Assessing applicants, including:
 - Marking and ranking of written assessments
 - Conducting interview panels
 - Recording of interview notes
 - Marking and/or ranking
- Providing expert guidance and/or coaching to hiring managers/panel members
- Recommendations on overall approach to hiring managers
- Conducting reference checks
- Providing feedback to unsuccessful applicants
- Preparation of interview materials
- Collection and management of competition files
- Facilitating the extension of offers (verbal and written)

Inputs

The Contractor must follow all required processes and policies in support of merit based hiring in the BC Public Service, as provided by the Contract Manager. The contractor will accomplish the outputs outlined above by having access to the following resources:

- Staffing plan and PSA posting : Provided by PSA
- Client ministry internal expressions of interest (EOIs) s and postings: Provided by client ministry
- Media/marketing: Provided by PSA
- Classifications: Provided by PSA
- Screening: Provided by Client Ministry/PSA
- Test administration: Provided by PSA
- Interview scheduling: Provided by PSA
- Interview chair(s): Provided by PSA
- Interview panelists: Provided by ministry hiring managers
- Reference checks: Provided by ministry hiring managers and/or PSA

Outcomes

Through the delivery of the Services the Province wishes to realize the following outcomes and, without limiting the obligation of the Contractor to comply with other provisions of this Part, the Contractor must use commercially reasonable efforts to achieve them:

- Priority positions (35) filled by September 5, 2017 for Phase 1. Lower priority positions and backfill to be addressed in Phase 2 of contract term.
- Staff vacancies at multiple levels through concurrent internal and external recruitment approaches.

The parties acknowledge that the Contractor does not warrant that these outcomes will be achieved.

Reporting requirements

Reporting on progress must be provided, in writing, to the Contract Manager no later than Thursday, 4:00pm each week. Reporting must include the status of deliverables as per the Outcomes and next steps prioritized for the week ahead.

PART 3. RELATED DOCUMENTATION:

Not applicable

PART 4. KEY PERSONNEL:

1. The Key Personnel of the Contractor are as follows:

(a) Stephanie Morin

Schedule B – Fees and Expenses

1. MAXIMUM AMOUNT PAYABLE:

Maximum Amount: Despite sections 2 and 3 of this Schedule, \$24,999.00 is the maximum amount which the Province is obliged to pay to the Contractor for fees and expenses under this Agreement (exclusive of any applicable taxes described in section 3.1(c) of this Agreement).

2. FEES:

Hourly Rate

Fees: at a rate of \$120.00 per hour for those hours during the Term when the Contractor provides the Services.

3. EXPENSES:

Expenses:

- a. travel, accommodation and meal expenses for travel greater than 32 kilometers away from 810 Blanshard St, Victoria BC, on the same basis as the Province pays its Group II employees when they are on travel status; and
- b. the Contractor's actual long distance telephone, fax, postage and other identifiable communication expenses; and

excluding goods and services tax ("GST") or other applicable tax paid or payable by the Contractor on expenses described in (a) to (b) above to the extent that the Contractor is entitled to claim credits (including GST input tax credits), rebates, refunds or remissions of the tax from the relevant taxation authorities.

4. STATEMENTS OF ACCOUNT:

Statements of Account: In order to obtain payment of any fees and expenses under this Agreement for a period from and including the 1st day of a month to and including the last day of that month (each a "Billing Period"), the Contractor must deliver to the Province on a date after the Billing Period (each a "Billing Date"), a written statement of account in a form satisfactory to the Province containing:

- (a) the Contractor's legal name and address;
- (b) the date of the statement, and the Billing Period to which the statement pertains;
- (c) the Contractor's calculation of all fees claimed for that Billing Period, including a declaration by the Contractor of all hours worked on each day during the Billing Period for which the Contractor claims fees and a description of the applicable fee rates;
- (d) a chronological listing, in reasonable detail, of any expenses claimed by the Contractor for the Billing Period with receipts attached, if applicable, and, if the Contractor is claiming reimbursement of any GST or other applicable taxes paid or payable by the Contractor in relation to those expenses, a description of any credits, rebates, refunds or remissions the Contractor is entitled to from the relevant taxation authorities in relation to those taxes;
- (e) the Contractor's calculation of any applicable taxes payable by the Province in relation to the Services for the Billing Period;
- (f) a description of this Agreement;
- (g) a statement number for identification; and
- (h) any other billing information reasonably requested by the Province.

5. PAYMENTS DUE:

Payments Due: Within 30 days of the Province's receipt of the Contractor's written statement of account delivered in accordance with this Schedule, the Province must pay the Contractor the fees and expenses (plus all applicable taxes) claimed in the statement if they are in accordance with this Schedule. Statements of account or contract invoices offering an early payment discount may be paid by the Province as required to obtain the discount.

Schedule C – Approved Subcontractor(s)

Not applicable

Schedule D – Insurance

1. The Contractor must, without limiting the Contractor's obligations or liabilities and at the Contractor's own expense, purchase and maintain throughout the Term the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must
 - (i) include the Province as an additional insured,
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change, and
 - (iii) include a cross liability clause.
 - (
2. All insurance described in section 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
3. The Contractor must provide the Province with evidence of all required insurance as follows:
 - (a) within 10 Business Days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance;
 - (b) if any required insurance policy expires before the end of the Term, the Contractor must provide to the Province within 10 Business Days of the policy's expiration, evidence of a new or renewal policy meeting the requirements of the expired insurance in the form of a completed Province of British Columbia Certificate of Insurance; and
 - (c) despite paragraph (a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
4. The Contractor must obtain, maintain and pay for any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in this Schedule in the Contractor's sole discretion.

Schedule E – Privacy Protection Schedule

Definitions

1. In this Schedule,
 - (a) “**access**” means disclosure by the provision of access;
 - (b) “**Act**” means the *Freedom of Information and Protection of Privacy Act*;
 - (c) “**contact information**” means information to enable an individual at a place of business to be contacted and includes the name, position name or title, business telephone number, business address, business email or business fax number of the individual;
 - (d) “**personal information**” means recorded information about an identifiable individual, other than contact information, collected or created by the Contractor as a result of the Agreement or any previous agreement between the Province and the Contractor dealing with the same subject matter as the Agreement but excluding any such information that, if this Schedule did not apply to it, would not be under the “control of a public body” within the meaning of the Act; and
 - (e) “**privacy course**” means the Province’s online privacy and information sharing training course.

Purpose

2. The purpose of this Schedule is to:
 - (a) enable the Province to comply with the Province's statutory obligations under the Act with respect to personal information; and
 - (b) ensure that, as a service provider, the Contractor is aware of and complies with the Contractor's statutory obligations under the Act with respect to personal information.

Collection of personal information

3. Unless the Agreement otherwise specifies or the Province otherwise directs in writing, the Contractor may only collect or create personal information that is necessary for the performance of the Contractor’s obligations, or the exercise of the Contractor’s rights, under the Agreement.
4. Unless the Agreement otherwise specifies or the Province otherwise directs in writing, the Contractor must collect personal information directly from the individual the information is about.
5. Unless the Agreement otherwise specifies or the Province otherwise directs in writing, the Contractor must tell an individual from whom the Contractor collects personal information:
 - (a) the purpose for collecting it;
 - (b) the legal authority for collecting it; and
 - (c) the title, business address and business telephone number of the person designated by the Province to answer questions about the Contractor’s collection of personal information.

Privacy Training

6. The Contractor must ensure that each person who will provide services under the Agreement that involve the collection or creation of personal information will complete, at the Contractor’s expense, the privacy course prior to that person providing those services.

7. The requirement in section 6 will only apply to persons who have not previously completed the privacy course.

Accuracy of personal information

8. The Contractor must make every reasonable effort to ensure the accuracy and completeness of any personal information to be used by the Contractor or the Province to make a decision that directly affects the individual the information is about.

Requests for access to personal information

9. If the Contractor receives a request for access to personal information from a person other than the Province, the Contractor must promptly advise the person to make the request to the Province unless the Agreement expressly requires the Contractor to provide such access and, if the Province has advised the Contractor of the name or title and contact information of an official of the Province to whom such requests are to be made, the Contractor must also promptly provide that official's name or title and contact information to the person making the request.

Correction of personal information

10. Within 5 Business Days of receiving a written direction from the Province to correct or annotate any personal information, the Contractor must annotate or correct the information in accordance with the direction.
11. When issuing a written direction under section 10, the Province must advise the Contractor of the date the correction request to which the direction relates was received by the Province in order that the Contractor may comply with section 12.
12. Within 5 Business Days of correcting or annotating any personal information under section 10, the Contractor must provide the corrected or annotated information to any party to whom, within one year prior to the date the correction request was made to the Province, the Contractor disclosed the information being corrected or annotated.
13. If the Contractor receives a request for correction of personal information from a person other than the Province, the Contractor must promptly advise the person to make the request to the Province and, if the Province has advised the Contractor of the name or title and contact information of an official of the Province to whom such requests are to be made, the Contractor must also promptly provide that official's name or title and contact information to the person making the request.

Protection of personal information

14. The Contractor must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal, including any expressly set out in the Agreement.

Storage and access to personal information

15. Unless the Province otherwise directs in writing, the Contractor must not store personal information outside Canada or permit access to personal information from outside Canada.

Retention of personal information

16. Unless the Agreement otherwise specifies, the Contractor must retain personal information until directed by the Province in writing to dispose of it or deliver it as specified in the direction.

Use of personal information

17. Unless the Province otherwise directs in writing, the Contractor may only use personal information if that use is for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.

Disclosure of personal information

18. Unless the Province otherwise directs in writing, the Contractor may only disclose personal information inside Canada to any person other than the Province if the disclosure is for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.
19. Unless the Agreement otherwise specifies or the Province otherwise directs in writing, the Contractor must not disclose personal information outside Canada.

Notice of foreign demands for disclosure

20. In addition to any obligation the Contractor may have to provide the notification contemplated by section 30.2 of the Act, if in relation to personal information in the custody or under the control of the Contractor, the Contractor:
 - (a) receives a foreign demand for disclosure;
 - (b) receives a request to disclose, produce or provide access that the Contractor knows or has reason to suspect is for the purpose of responding to a foreign demand for disclosure; or
 - (c) has reason to suspect that an unauthorized disclosure of personal information has occurred in response to a foreign demand for disclosure

the Contractor must immediately notify the Province and, in so doing, provide the information described in section 30.2(3) of the Act. In this section, the phrases "foreign demand for disclosure" and "unauthorized disclosure of personal information" will bear the same meanings as in section 30.2 of the Act.

Notice of unauthorized disclosure

21. In addition to any obligation the Contractor may have to provide the notification contemplated by section 30.5 of the Act, if the Contractor knows that there has been an unauthorized disclosure of personal information in the custody or under the control of the Contractor, the Contractor must immediately notify the Province. In this section, the phrase "unauthorized disclosure of personal information" will bear the same meaning as in section 30.5 of the Act.

Inspection of personal information

22. In addition to any other rights of inspection the Province may have under the Agreement or under statute, the Province may, at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect any personal information in the possession of the Contractor or any of the Contractor's information management policies or practices relevant to the Contractor's management of personal information or the Contractor's compliance with this Schedule and the Contractor must permit, and provide reasonable assistance to, any such inspection.

Compliance with the Act and directions

23. The Contractor must in relation to personal information comply with:

- (a) the requirements of the Act applicable to the Contractor as a service provider, including any applicable order of the commissioner under the Act; and
 - (b) any direction given by the Province under this Schedule.
24. The Contractor acknowledges that it is familiar with the requirements of the Act governing personal information that are applicable to it as a service provider.

Notice of non-compliance

25. If for any reason the Contractor does not comply, or anticipates that it will be unable to comply, with a provision in this Schedule in any respect, the Contractor must promptly notify the Province of the particulars of the non-compliance or anticipated non-compliance and what steps it proposes to take to address, or prevent recurrence of, the non-compliance or anticipated non-compliance.

Termination of Agreement

26. In addition to any other rights of termination which the Province may have under the Agreement or otherwise at law, the Province may, subject to any provisions in the Agreement establishing mandatory cure periods for defaults by the Contractor, terminate the Agreement by giving written notice of such termination to the Contractor, upon any failure of the Contractor to comply with this Schedule in a material respect.

Interpretation

27. In this Schedule, references to sections by number are to sections of this Schedule unless otherwise specified in this Schedule.
28. Any reference to the "Contractor" in this Schedule includes any subcontractor or agent retained by the Contractor to perform obligations under the Agreement and the Contractor must ensure that any such subcontractors and agents comply with this Schedule.
29. The obligations of the Contractor in this Schedule will survive the termination of the Agreement.
30. If a provision of the Agreement (including any direction given by the Province under this Schedule) conflicts with a requirement of the Act or an applicable order of the commissioner under the Act, the conflicting provision of the Agreement (or direction) will be inoperative to the extent of the conflict.
31. The Contractor must comply with the provisions of this Schedule despite any conflicting provision of this Agreement or, subject to section 32, the law of any jurisdiction outside Canada.
32. Nothing in this Schedule requires the Contractor to contravene the law of any jurisdiction outside Canada unless such contravention is required to comply with the Act.

Schedule F – Additional Terms

Not applicable

Schedule G – Security Schedule

Definitions

1. In this Schedule,

- (a) "Equipment" means any equipment, including interconnected systems or subsystems of equipment, software and networks, used or to be used by the Contractor to provide the Services;
- (b) "Facilities" means any facilities at which the Contractor provides or is to provide the Services;
- (c) "Information" means information
 - (i) in the Material, or
 - (ii) accessed, produced or obtained by the Contractor (whether verbally, electronically or otherwise) as a result of the Agreement;
- (d) "Record" means a "record" as defined in the *Interpretation Act*;
- (e) "Sensitive Information" means
 - (i) Information that is "personal information" as defined in the *Freedom of Information and Protection of Privacy Act*, or
 - (ii) any other Information specified as "Sensitive Information" in Appendix G6, if attached; and
- (f) "Services Worker" means an individual involved in providing the Services for or on behalf of the Contractor and, for greater certainty, may include
 - (i) the Contractor or a subcontractor if an individual, or
 - (ii) an employee or volunteer of the Contractor or of a subcontractor.

Schedule contains additional obligations

2. The obligations of the Contractor in this Schedule are in addition to any other obligations in the Agreement or the schedules attached to it relating to security including, without limitation, the obligations of the Contractor in the Privacy Protection Schedule, if attached.

Services Worker confidentiality agreements

3. The Contractor must not permit a Services Worker who is an employee or volunteer of the Contractor to have access to Sensitive Information unless the Services Worker has first entered into a confidentiality agreement with the Contractor to keep Sensitive Information confidential on substantially similar terms as those that apply to the Contractor under the Agreement.

Services Worker security screening

4. The Contractor may only permit a Services Worker who is an employee or a volunteer of the Contractor to have access to Sensitive Information or otherwise be involved in providing the Services if, after having subjected the Services Worker to the personnel security screening requirements set out in Appendix G1 and any additional requirements the Contractor may consider appropriate, the Contractor is satisfied that the Services Worker does not constitute an unreasonable security risk. The Contractor must create, obtain and retain Records documenting the Contractor's compliance with the security screening requirements set out in Appendix G1 in accordance with the provisions of that appendix.

Services Worker activity logging

5. Subject to section 6, the Contractor must create and maintain detailed Records logging the activities of all Service Workers in relation to:
 - (a) their access to Sensitive Information; and
 - (b) other matters specified by the Province in writing for the purposes of this section.
6. The Records described in section 5 must be made and maintained in a manner, and contain information, specified in Appendix G2, if attached.

Facilities and Equipment protection and access control

7. The Contractor must create, maintain and follow a documented process to:
 - (a) protect Facilities and Equipment of the Contractor required by the Contractor to provide the Services from loss, damage or any other occurrence that may result in any of those Facilities and Equipment being unavailable when required to provide the Services; and
 - (b) limit access to Facilities and Equipment of the Contractor
 - (i) being used by the Contractor to provide the Services, or
 - (ii) that may be used by someone to access Information

to those persons who are authorized to have that access and for the purposes for which they are authorized, which process must include measures to verify the identity of those persons.
8. If the Province makes available to the Contractor any Facilities or Equipment of the Province for the use of the Contractor in providing the Services, the Contractor must comply with any policies and procedures provided to it by the Province on acceptable use, protection of, and access to, such Facilities or Equipment.

Sensitive Information access control

9. The Contractor must:
 - (a) create, maintain and follow a documented process for limiting access to Sensitive Information to those persons who are authorized to have that access and for the purposes for which they are authorized, which process must include measures to verify the identity of those persons; and
 - (b) comply with the information access control requirements set out in Appendix G3, if attached.

Integrity of Information

10. The Contractor must:
 - (a) create, maintain and follow a documented process for maintaining the integrity of Information while possessed or accessed by the Contractor; and
 - (b) comply with the information integrity requirements set out in Appendix G4, if attached.
11. For the purposes of section 10, maintaining the integrity of Information means that, except to the extent expressly authorized by the Agreement or approved in writing by the Province, the Information has:
 - (a) remained as complete as when it was acquired or accessed by the Contractor; and

- (b) not been altered in any material respect.

Documentation of changes to processes

- 12. The Contractor must create and maintain detailed Records logging any changes it makes to the processes described in sections 7, 9 and 10.

Notice of security breaches

- 13. If Contractor becomes aware that:

- (a) unauthorized access, collection, use, disclosure, alteration or disposal of Information or Records containing Information; or
- (b) unauthorized access to Facilities or Equipment

has occurred or is likely to occur (whether or not related to a failure by the Contractor to comply with this Schedule or the Agreement), the Contractor must immediately notify the Province of the particulars of that occurrence or likely occurrence. If the Contractor provides a notification under this section other than in writing, that notification must be confirmed in writing to the Province as soon as it is reasonably practicable for the Contractor to do so.

Review of security breaches

- 14. If the Province decides to conduct a review of a matter described in section 13 (whether or not the matter came to the attention of the Province as a result of a notification under section 13), the Contractor must, on the request of the Province, participate in the review to the extent that it is reasonably practicable for the Contractor to do so.

Retention of Records

- 15. Unless the Agreement otherwise specifies, the Contractor must retain all Records in the Contractor's possession that contain Information until directed by the Province in writing to dispose of them or deliver them as specified in the direction.

Storage of Records

- 16. Until disposed of or delivered in accordance with section 15, the Contractor must store any Records in the Contractor's possession that contain Information in accordance with the provisions of Appendix G5, if attached.

Audit

- 17. In addition to any other rights of inspection the Province may have under the Agreement or under statute, the Province may, at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy:

- (a) any Records in the possession of the Contractor containing Information; or
- (b) any of the Contractor's Information management policies or processes (including the processes described in sections 7, 9 and 10 and the logs described in sections 5 and 12) relevant to the Contractor's compliance with this Schedule

and the Contractor must permit, and provide reasonable assistance to the exercise by the Province of the Province's rights under this section.

Termination of Agreement

18. In addition to any other rights of termination which the Province may have under the Agreement or otherwise at law, the Province may, subject to any provisions in the Agreement establishing mandatory cure periods for defaults by the Contractor, terminate the Agreement by giving written notice of such termination to the Contractor, upon any failure of the Contractor to comply with this Schedule in a material respect.

Interpretation

19. In this Schedule, unless otherwise specified:
 - (a) references to sections are to sections of this Schedule; and
 - (b) references to appendices are to the appendices attached to this Schedule.
20. Any reference to the "Contractor" in this Schedule includes any subcontractor retained by the Contractor to perform obligations under the Agreement and the Contractor must ensure that any such subcontractors comply with this Schedule.
21. The appendices attached to this Schedule are part of this Schedule.
22. If there is a conflict between a provision in an appendix attached to this Schedule and any other provision of this Schedule, the provision in the appendix is inoperative to the extent of the conflict unless the appendix states that it operates despite a conflicting provision of this Schedule.
23. If there is a conflict between:
 - (a) a provision of the Agreement, this Schedule or an appendix attached to this Schedule; and
 - (b) a documented process required by this Schedule to be created or maintained by the Contractorthe provision of the Agreement, Schedule or appendix will prevail to the extent of the conflict.
24. The obligations of the Contractor in this Schedule will survive the termination of the Agreement.

SCHEDULE G – Appendix G1 – Security screening requirements

The personnel security screening requirements set out in this Appendix G1 are for the purpose of assisting the Contractor to determine whether or not a Services Worker constitutes an unreasonable security risk.

Verification of name, date of birth and address

1. The Contractor must verify the name, date of birth and current address of a Services Worker by viewing at least one piece of "primary identification" of the Services Worker and at least one piece of "secondary identification" of the Services Worker,* as described in the table following this section. The Contractor must obtain or create, as applicable, Records of all such verifications and retain a copy of those Records. For a Services Worker from another province or jurisdiction, reasonably equivalent identification documents are acceptable.

Primary Identification	Secondary Identification
<p>Issued by ICBC:</p> <ul style="list-style-type: none"> • B.C. driver's licence or learner's licence (must have photo) • B.C. Identification (BCID) card <p>Issued by provincial or territorial government:</p> <ul style="list-style-type: none"> • Canadian birth certificate <p>Issued by Government of Canada:</p> <ul style="list-style-type: none"> • Canadian Citizenship Card • Permanent Resident Card • Canadian Record of Landing/Canadian Immigration Identification Record 	<ul style="list-style-type: none"> • School ID card (student card) • Bank card (only if holder's name is on card) • Credit card (only if holder's name is on card) • Passport • Foreign birth certificate (a baptismal certificate is not acceptable) • Canadian or U.S. driver's licence • Naturalization certificate • Canadian Forces identification • Police identification • Foreign Affairs Canada or consular identification • Vehicle registration (only if owner's signature is shown) • Picture employee ID card • Firearms Acquisition Certificate • Social Insurance Card (only if has signature strip) • B.C. CareCard • Native Status Card • Parole Certificate ID • Correctional Service Conditional Release Card

*It is not necessary that each piece of identification viewed by the Contractor contains the name, date of birth and current address of the Services Worker. It is sufficient that, in combination, the identification viewed contains that information.

Verification of education and professional qualifications

2. The Contractor must verify, by reasonable means, any relevant education and professional qualifications of a Services Worker, obtain or create, as applicable, Records of all such verifications, and retain a copy of those Records.

Verification of employment history and reference checks

3. The Contractor must verify, by reasonable means, any relevant employment history of a Services Worker, which will generally consist of the Contractor requesting that a Services Worker provide employment references and the Contractor contacting those references. If a Services Worker has no relevant employment history, the Contractor must seek to verify the character or other relevant personal characteristics of the Services Worker by requesting the Services Worker to provide one or more personal references and contacting those references. The Contractor must obtain or create, as applicable, Records of all such verifications and retain a copy of those Records.

Security interview

4. The Contractor must allow the Province to conduct a security-focused interview with a Services Worker if the Province identifies a reasonable security concern and notifies the Contractor it wishes to do so.

MODIFICATION AGREEMENT

Contract #: C18PSA052

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by

The Minister Responsible for the BC Public Service Agency
(the "Province", "we", "us", or "our", as applicable)

AND

ITI INTERNATIONAL TECHNOLOGY INTEGRATION INC.
(the "Contractor" "you" or "your" as applicable)

BACKGROUND

- A. The parties entered into an agreement dated AUGUST 14, 2017, a copy of which is attached as Exhibit 1 (the "Agreement").
- B. The parties have agreed to modify the Agreement.

AGREEMENT

The parties agree as follows:

- (1) To increase the total amount of the contract from \$24,999.00 to \$40,000.00.
- (2) Section 2 of Schedule B of the Agreement is amended to show a separate fee rate of \$75.00/hour for services provided by Andrea Robert.
- (3) In all other respects, the Agreement is confirmed.

SIGNED AND DELIVERED on the _____ day of _____, 20____ on behalf of the Province by its
duly authorized representative:

(Signature)

(Print Name)

SIGNED AND DELIVERED on the 23RD day of August, 2017 by or on behalf of the
Contractor (or by its authorized signatory or signatories if the Contractor is a corporation):

Andrea Robert

(Signature)

ANDREA ROBERT (HR MANAGER)
(Contractor or Authorized Signatory)

Previous Contract Total:	\$24,999.00
Amendment Amount:	\$15,001.00
New Contract Total:	\$40,000.00

MODIFICATION AGREEMENT

Contract #: C18PSA052

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by

The Minister Responsible for the BC Public Service Agency
(the "Province", "we", "us", or "our", as applicable)

AND

ITI INTERNATIONAL TECHNOLOGY INTEGRATION INC.
(the "Contractor" "you" or "your" as applicable)

BACKGROUND

- A. The parties entered into an agreement dated AUGUST 14, 2017, a copy of which is attached as Exhibit 1 (the "Agreement").
- B. The parties have agreed to modify the Agreement.

AGREEMENT

The parties agree as follows:

- (1) To increase the total amount of the contract from \$24,999.00 to \$40,000.00.
- (2) In all other respects, the Agreement is confirmed.

SIGNED AND DELIVERED on the _____ day of _____, 20____ on behalf of the Province by its
duly authorized representative:

(Signature)

(Print Name)

SIGNED AND DELIVERED on the _____ day of _____, 20____ by or on behalf of the
Contractor (or by its authorized signatory or signatories if the Contractor is a corporation):

(Signature)

(Contractor or Authorized Signatory)

Previous Contract Total:	\$24,999.00
Amendment Amount:	\$15,001.00
New Contract Total:	\$40,000.00

Page 266 to/à Page 342

Withheld pursuant to/removed as

s.22

Government Communications and Public Engagement Expression of Interest

Thank you for your participation in today's Round Robin Interview Panels. As part of this process, we require one (1) work-related reference who can speak to your experience, preferably a current or recent previous supervisor.

You may provide an alternate if your first reference is not available.

By return email, please provide the name(s) and contact information below by end of day today Friday, August 18, 2017.

Reference :	
Name:	
Title:	
Phone:	
Email:	
Work relationship:	
Alternate Reference:	
Name:	
Title:	
Phone:	
Email:	
Work relationship:	

Janet Backs, Senior Project Lead
Hiring and Service Operations | BC Public Service Agency
Suite 100 – 940 Blanshard | Victoria BC | V8W 2H2 | Cell 250.580.0169

[AskMyHR](#) | 250.952.6000 | Toll Free 1.877.277.0772



Where ideas work

Page 344 to/à Page 396

Withheld pursuant to/removed as

s.22

Page 001 to/à Page 008

Withheld pursuant to/removed as

s.22

GCPE – EOI – CD

Applicant Name	Email	Phone
----------------	-------	-------

s.22

Page 010 to/à Page 044

Withheld pursuant to/removed as

s.22

GCPE – EOI – CM

Applicant Name	Email	Phone
----------------	-------	-------

s.22

Page 046 to/à Page 059

Withheld pursuant to/removed as

s.22

GCPE – EOI – DIRWES

s.22	Applicant Name	Email	Phone
------	----------------	-------	-------

Page 061 to/à Page 070

Withheld pursuant to/removed as

s.22

GCPE – EOI – PAO

Applicant Name	Email	Phone
----------------	-------	-------

s.22

Page 072 to/à Page 116

Withheld pursuant to/removed as

s.22

GCPE – EOI – SnrPAO

Applicant Name	Email	Phone
----------------	-------	-------

s.22

Page 118 to/à Page 129

Withheld pursuant to/removed as

s.22

GCPE – EOI – Writer

Applicant Name	Email	Phone
----------------	-------	-------

s.22

Page 131 to/à Page 133

Withheld pursuant to/removed as

s.22

TRADITIONAL PANELS - DRAFT SCHEDULE

	Panel A	Panel B	Applicants
			9:00-9:30 1 & 2 review questions
9:00-9:30	Panel set up and prep		
9:30-10:00	1	2	9:45-10:15 3 & 4 review questions
10:00-10:15	Panel discussion		
10:15-10:45	3	4	10:30-11:00 5 & 6 review questions
10:45-11:00	Panel discussion		
11:00-11:30	5	6	
11:30-11:45	Panel discussion		
			12:30-1:00 7 & 8 review questions
12:00-1:00	LUNCH		
1:00-1:30	7	8	1:15-1:45 9 & 10 review questions
1:30-1:45	Panel discussion		
1:45-2:15	9	10	2:00-2:30 11 & 12 review questions
2:15-2:30	Panel discussion		
2:30-3:00	11	12	2:45-3:15 13 & 14 review questions
3:00-3:15	Panel discussion		
3:15-3:45	13	14	
3:45-4:00	Panel discussion		
4:00-5:00	FINALIZE LIST OF OFFERS TO BE MADE		

Page 135 to/à Page 140

Withheld pursuant to/removed as

s.22

Expression of Interest for Communications Positions

Multiple Full Time Regular positions – GCPE

Communications Director (Classification Band 3 to 5)

Communications Manager (Classification Bands 2 to 4)

Senior Public Affairs Officer (Classification Band 2)

Public Affairs Officer (Classification Band 1)

Band 1 salary range: \$53,000 to \$74,000 annually

Band 2 salary range: \$62,000 to \$86,000 annually

Band 3 salary range: \$62,000 to \$86,000 annually

Band 4 salary range: \$72,000 to \$100,000 annually

Band 5 salary range: \$86,000 to \$112,000 annually

*These positions are excluded from union membership.

An eligibility list may be established.

We would like to invite Government Communications and Public Engagement employees who are interested in being considered for promotional and lateral opportunities in communications, to email their expression of interest directly to the GCPE HR mailbox (CommCareers@gov.bc.ca) no later than **4:00pm on Monday, August 14, 2017**.

With your expression of interest, please let us know what position you are applying for and include an up-to-date resume and cover letter. The cover letter should include a brief outline describing your experience that is relevant to the job requirements described in the attached description of the position you are applying for. As a courtesy, applicants may wish to advise their supervisor of their intention to submit an expression of interest.

For complete details about each communications position, including accountabilities and job requirements, please refer to the attached job profile. If you have any further inquiries about the position, please contact **GCPE HR via email at** CommCareers@gov.bc.ca

Security screening requirement:

This position has been designated as requiring a security screening check. If you are the successful candidate, a security screening check may be required prior to starting in this position.

Thank you,
GCPE Human Resources

EOI Applicant Summary											
First	Last	Application	Position	Jason List - to receive offer?	Verbal Offer Extended	CRC Needed	CRC Requested	CRC Pass/Fail	Offer Letter Issued	Offer Accepted	Start Date

s.22

Reference Check Template

EOI – position:	Applicant Name:	Date:
Conducted by:	Reference Name & Phone:	Organization:

Script:

Hi, My name is _____ and I'm calling to conduct a reference check for (*applicant name*), who is being considered for the position of (position title, branch and ministry). Your name has been provided by (*applicant name*) as a reference. The reference check will take approximately 20 minutes to complete. This reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the applicant, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.

Tips:

- Briefly explain the responsibilities of the job and the key factors you will be assessing through the reference check.
- Listen carefully and keep detailed and comprehensive notes of the referee's comments.
- Do not try to evaluate the reference or complete the rating while gathering information; complete the rating after the call.
- Do not ask the referee to provide scores.
- Ratings should be assigned based on a thorough examination of the examples and evidence provided by the referee. Reference check rating can be narrative (i.e. meets/ doesn't meet) or numerical i.e. numerical rating scale.

Rating:				
0-1 points - unacceptable	2 points - less than acceptable	3 points - satisfactory	4 points – more than acceptable	5 points - exceptional
Does not meet requirements	Does not meet requirements	Meets requirements	Meets requirements	Meets requirements
<ul style="list-style-type: none"> Significantly below criteria required for successful job performance Demonstrates counter-productive behaviours that have negative outcomes or consequences 	<ul style="list-style-type: none"> Insufficient for effective performance Does not meet criteria for effective performance Does not demonstrate a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> Acceptable for effective performance Meets criteria for effective performance Demonstrates a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> More than acceptable for effective performance Consistently demonstrates better than average level of performance Requires limited direction in complex situations 	<ul style="list-style-type: none"> Exceeds expectations in most to all areas with superior results Requires limited direction in complex situations

Part 1: General Verification Questions		
Employment Relationship	Choose an item.	Notes:
In what capacity was the applicant employed by your organization?	Notes:	
What were the dates of employment?	Notes:	
In what capacity was the applicant employed by your organization?	Notes:	
Please describe the applicant's key functions:	Notes:	
What was the applicant's reason for leaving?	Notes:	

Reference Check Template

Part 2: Job Specific Questions - Knowledge, Skills, Abilities and Competencies	
Insert Factor Assessed: Relationship building Insert Question: Please describe _____ ability to establish and maintain professional (effective, respectful, collaborative) liaisons/relationships, with colleagues, clients and supervisor(s).	Notes: Score or Pass/Fail:
Insert Factor Assessed: Ability to Manage Stress/ Workload Insert Question: Please describe _____ ability to effectively cope with and manage through periods of high workload and/or workplace stress. What stress management and/or self-care abilities have you observed being demonstrated.	Notes: Score or Pass/Fail:
CD, DWES, CM ONLY Insert Factor Assessed: Leadership/ Supervisory Skills Insert Question: Please describe _____ leadership ability and provide an example. In what leadership areas is he/she very effective? What areas of leadership need further development? Describe how he/she addresses and deals with challenging employees. Provide an example of his/her success in managing employee performance.	Notes: Score or Pass/Fail:
Part 3: Overall Performance Questions	
Overall Performance <ul style="list-style-type: none"> What would you describe as the applicant's key strengths? On what areas could they focus for development? <p>If any concerns, please check when the issues were identified. Were they discussed with the individual? What development is underway to achieve improvement? What is the progress?</p>	Notes: Score or Pass/Fail:
Standards of Conduct: <ul style="list-style-type: none"> Did applicants' conduct meet the standards in matters such confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest? If there were any issues or concerns please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result? 	Notes: Score or Pass/Fail:

Reference Check Template

Part 4: In closing		
<ul style="list-style-type: none"> Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add? 	Notes:	
<ul style="list-style-type: none"> Would you rehire this individual? Why, or why not? 	Notes:	
<i>Thank the referee for their time and cooperation and ask for permission to call back with any additional questions.</i>		
Overall Pass/ Fail Rating		Choose an item.

Reference Check Template

EOI – position:	Applicant Name:	Date:
Conducted by:	Reference Name & Phone:	Organization:

Script:

Hi, My name is _____ and I'm calling to conduct a reference check for (*applicant name*), who is being considered for the position of (position title, branch and ministry). Your name has been provided by (*applicant name*) as a reference. The reference check will take approximately 20 minutes to complete. This reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the applicant, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.

Tips:

- Briefly explain the responsibilities of the job and the key factors you will be assessing through the reference check.
- Listen carefully and keep detailed and comprehensive notes of the referee's comments.
- Do not try to evaluate the reference or complete the rating while gathering information; complete the rating after the call.
- Do not ask the referee to provide scores.
- Ratings should be assigned based on a thorough examination of the examples and evidence provided by the referee. Reference check rating can be narrative (i.e. meets/ doesn't meet) or numerical i.e. numerical rating scale.

Rating:				
0-1 points - unacceptable	2 points - less than acceptable	3 points - satisfactory	4 points – more than acceptable	5 points - exceptional
Does not meet requirements	Does not meet requirements	Meets requirements	Meets requirements	Meets requirements
<ul style="list-style-type: none"> Significantly below criteria required for successful job performance Demonstrates counter-productive behaviours that have negative outcomes or consequences 	<ul style="list-style-type: none"> Insufficient for effective performance Does not meet criteria for effective performance Does not demonstrate a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> Acceptable for effective performance Meets criteria for effective performance Demonstrates a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> More than acceptable for effective performance Consistently demonstrates better than average level of performance Requires limited direction in complex situations 	<ul style="list-style-type: none"> Exceeds expectations in most to all areas with superior results Requires limited direction in complex situations

Part 1: General Verification Questions		
Employment Relationship	Choose an item.	Notes:
In what capacity was the applicant employed by your organization?	Notes:	
What were the dates of employment?	Notes:	
In what capacity was the applicant employed by your organization?	Notes:	
Please describe the applicant's key functions:	Notes:	
What was the applicant's reason for leaving?	Notes:	

Reference Check Template

Part 2: Job Specific Questions - Knowledge, Skills, Abilities and Competencies		
Insert Factor Assessed: Relationship building Insert Question: Please describe _____ ability to establish and maintain professional (effective, respectful, collaborative) liaisons/relationships, with colleagues, clients and supervisor(s).	Notes:	
	Score or Pass/Fail:	
Insert Factor Assessed: Ability to Manage Stress/ Workload Insert Question: Please describe _____ ability to effectively cope with and manage through periods of high workload and/or workplace stress. What stress management and/or self-care abilities have you observed being demonstrated.	Notes:	
	Score or Pass/Fail:	
Part 3: Overall Performance Questions		
Overall Performance <ul style="list-style-type: none"> What would you describe as the applicant's key strengths? On what areas could they focus for development? <p>If any concerns, please check when the issues were identified. Were they discussed with the individual? What development is underway to achieve improvement? What is the progress?</p>	Notes:	
	Score or Pass/Fail:	
Standards of Conduct: <ul style="list-style-type: none"> Did applicants' conduct meet the standards in matters such confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest? If there were any issues or concerns please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result? 	Notes:	
	Score or Pass/Fail:	
Part 4: In closing		
<ul style="list-style-type: none"> Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add? 	Notes:	
<ul style="list-style-type: none"> Would you rehire this individual? Why, or why not? 	Notes:	
<i>Thank the referee for their time and cooperation and ask for permission to call back with any additional questions.</i>		
Overall Pass/ Fail Rating		Choose an item.

Reference Check Template

Page 149 to/à Page 152

Withheld pursuant to/removed as

s.22

TRADITIONAL PANELS - DRAFT SCHEDULE

	Panel A	Panel B	Applicants
9:00-9:30	Panel set up and prep		9:00-9:30 1 & 2 review questions
9:30-10:00	1	2	9:45-10:15 3 & 4 review questions
10:00-10:15	Panel discussion		
10:15-10:45	3	4	10:30-11:00 5 & 6 review questions
10:45-11:00	Panel discussion		
11:00-11:30	5	6	
11:30-11:45	Panel discussion		
12:00-1:00	LUNCH		12:30-1:00 7 & 8 review questions
1:00-1:30	7	8	1:15-1:45 9 & 10 review questions
1:30-1:45	Panel discussion		
1:45-2:15	9	10	2:00-2:30 11 & 12 review questions
2:15-2:30	Panel discussion		
2:30-3:00	11	12	2:45-3:15 13 & 14 review questions
3:00-3:15	Panel discussion		
3:15-3:45	13	14	
3:45-4:00	Panel discussion		
4:00-5:00	FINALIZE LIST OF OFFERS TO BE MADE		

Page 154 to/à Page 342

Withheld pursuant to/removed as

s.22

	Candidate Name	Date Reference Contact Info Requested	Date Reference Contact Info Sent	Date Reference Contact Info RECEIVED	Reference Contact Info IN PROCESS (to follow up)	Reference Complete; PASS/FAIL logged
--	----------------	---	-------------------------------------	--	---	---

s.22

Last Name	First Name	Confirmed (Y/N)	Employee Notified (Y/N)	Position
-----------	------------	--------------------	-------------------------------	----------

s.22

Notes:				
	still waiting for various information - letter has not been sent yet			
	Janelle confirming salaries for lateral moves			
	Ready to be prepared			
**Haven't filled in position numbers, payroll information, whether prob period is required				
**Waiting on effective dates of placements - sent email to ED's on Friday, August 25				
**CRC's have all been forwarded to PSA for them to submit - still waiting to hear back on several				
**Mail merge document created in Template Letters Folder-->Regular OIC - Merge for Internals.docx				

Shop Name	Offer Letter Prepared	Offer Letter Sent
s.22		

Offer Letter Rec'd	Salary	Salary Bi Weekly	Relocation	Effective Date	Supervisor
-----------------------	--------	---------------------	------------	----------------	------------

s.22

NOTES FROM DEBRIEF DISCUSSION WITH INTERVIEW PANELS

s.22

Name	Email Address	Phone #	Position	Invite Sent	Test Date	Test Time	PASS/ FAIL	SCORE	Notes/Comments
S.22									

Name	Email Address	Phone #	Position	Invite Sent	Test Date	Test Time	PASS/ FAIL	SCORE	Notes/Comments
S.22									

Page 351 to/à Page 359

Withheld pursuant to/removed as

s.22

Interviews for Week of Aug 28 – Sept 1

Public Affairs Officer				
Name	Location	Phone	Email	Confirmed

s.22

Interviews for Week of Aug 28 – Sept 1

s.22

Interviews for Week of Aug 28 – Sept 1

s.22

Comms Manager				
Name	Location	Phone	Email	Confirmed

s.22

Interviews for Week of Aug 28 – Sept 1

s.22

RATING

For **knowledge based questions and hypothetical questions (i.e. what would you do in this situation)** develop an “ideal response” that outlines what you would expect an applicant to include in their response. (i.e. this is typically a list of bullet points that outline what the candidate should talk about) Also, think about what would be a poor or incomplete response.

For assessment of **competencies**, use the [Interpretive Guides](#). Interpretive Guides provide a competency definition, behavioural levels, behavioural indicators, and interpretive guide to evaluate the competency. Determine the recruitment level for each competency prior to the interview. Evaluate the candidate responses using the interpretive guides and use the rating scale to assign a numerical score.

For assessment of Strategic Leadership competencies and Aboriginal Relations competencies, use the [Strategic Leadership Competencies Guide](#) and the [Aboriginal Relations Dictionary](#). Strategic Leadership competencies and Aboriginal Relations competencies consist of competency definition and behavioural indicators and do not have levels. Evaluate the candidate response using the competency behavioural indicators.

RATING SCALE

Weighting may vary depending on the importance of the competency, knowledge, skill, or ability. Adjust the point values or use a multiplier to assign a greater weight to certain questions.

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

Once the candidate has given you an overview of a situation pertaining to a competency question, introduce the detailed probing to follow. i.e. *"I would like you to go back to the beginning and walk me through the experience - the key elements of the experience as far as your involvement is concerned - in detail. Remember our goal is to have enough material to write a 'screenplay' about you, so focus on your role and your perspective."*

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

EVALUATING THE CANDIDATE

IMPORTANT: Base your assessment for each competency and recruitment level on the candidate's behaviour across all of the stories for all the questions. Rate the candidate on the level they demonstrate most of the time, rather than on just the response to the specific question.

- Consider all relevant competencies demonstrated in each answer even if the question is directed at one competency.
- Look for behavioural examples from your notes to support your behavioural competency ratings at the level you determined prior to the interview.
- Review and rate the candidate compared to the level selected for the competency.
- Use the evidence from the interview to support your ratings and discuss the evidence to reach consensus on the final rating.

INTERVIEW TEMPLATE

Competition Information		
Requisition #:	Position Title/Classification:	Location:
Applicant name:	Date:	Time:
Interview Panel Names:		
INTRODUCTION –Responsibility: PANEL CHAIR		
<input type="checkbox"/>	INTRODUCE PANEL, PROCESS AND FORMAT	
<input type="checkbox"/>	TIME – Let the candidate know the approximate duration of the interview.	
<input type="checkbox"/>	NOTE TAKING – Advise the candidate that panel members will be taking notes during interview	
<input type="checkbox"/>	REPEAT, REPHRASE OR PARAPHRASE - Applicants are welcome to ask a panel to repeat or clarify a question at any time during the interview.	
<input type="checkbox"/>	COME BACK – If candidate is unable to answer a question right away, they can ask the panel to come back to it later.	
<input type="checkbox"/>	QUESTIONS - Ask the candidate if they have any questions before proceeding.	

INTERVIEW QUESTIONS:	
1. INSERT QUESTION	MAX Point Value:
<p>Competency, Knowledge, Skill/ Ability assessed: INSERT</p> <p>Competency Level: Insert Recruitment and use competency interpretive guide to evaluate the response.</p> <p>or</p> <p>Ideal Response: Insert Ideal Response</p>	
<p>Notes on Applicant Response:</p>	
<p>Rationale for the Rating Decision:</p>	

1. INSERT QUESTION		MAX Point Value:
Interviewer's Rating:	Panel Consensus Or Average Rating:	

2. INSERT QUESTION		MAX Point Value:
<p>Competency, Knowledge, Skill/ Ability assessed: INSERT</p> <p>Competency Level: Insert Recruitment/Target level and use competency interpretive guide to evaluate the response.</p> <p>or</p> <p>Ideal Response: Insert Ideal Response</p>		
<p>Notes on Applicant Response:</p>		
<p>Rationale for the Rating Decision:</p>		
Interviewer's Rating:	Panel Consensus Or Average Rating:	

3. INSERT QUESTION		MAX Point Value:
<p>Competency, Knowledge, Skill/ Ability assessed: INSERT</p> <p>Competency Level: Insert Recruitment/Target level and use competency interpretive guide to evaluate the response.</p> <p>or</p> <p>Ideal Response: Insert Ideal Response</p>		
<p>Notes on Applicant Response:</p>		
<p>Rationale for the Rating Decision:</p>		
Interviewer's Rating:		Panel Consensus Or Average Rating:

4. INSERT QUESTION		MAX Point Value:
<p>Competency, Knowledge, Skill/ Ability assessed: INSERT</p> <p>Competency Level: Insert Recruitment/Target level and use competency interpretive guide to evaluate the response.</p> <p>or</p> <p>Ideal Response: Insert Ideal Response</p>		
<p>Notes on Applicant Response:</p>		

4. INSERT QUESTION		MAX Point Value:
Rationale for the Rating Decision:		
Interviewer's Rating:	Panel Consensus Or Average Rating:	

5. INSERT QUESTION		MAX Point Value:
Competency, Knowledge, Skill/ Ability assessed: INSERT Competency Level: Insert Recruitment/Target level and use competency interpretive guide to evaluate the response. or Ideal Response: Insert Ideal Response		
Notes on Applicant Response:		
Rationale for the Rating Decision:		

5. INSERT QUESTION		MAX Point Value:
Interviewer's Rating:		Panel Consensus Or Average Rating:
WRAP UP - Responsibility: PANEL CHAIR		
Revisit Questions	<input type="checkbox"/>	Notes:
Additional Applicant Comments	<input type="checkbox"/>	
Invite Applicant to ask questions	<input type="checkbox"/>	
NEXT STEPS - Let the applicant know when to expect a decision and how they will be advised.		
ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 10 PTS
CLARITY AND LOGIC: <ul style="list-style-type: none"> · Ideas / examples presented in clear, direct and easily understood form, free of jargon; · Ideas are organized and presented in a logical/ reasonable sequence; · key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:
COMPLETE & CONCISE: <ul style="list-style-type: none"> · Brief and to the point; · Necessary information articulated; · no questions left unanswered for the listener 	<input type="checkbox"/>	
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> · Accurate, correct language and vocabulary usage; · Appropriate level, language, style, tone appropriate to the audience; · Grammatically correct structures are used 	<input type="checkbox"/>	
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> · Effectively used non-verbal communication – eye contact, body language; · Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; · Good use of inflection; · Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>	
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> · Professional, actively engaged and interactive; · Demonstrated interest in the role 	<input type="checkbox"/>	
Panel Consensus Or Average Rating: _____/10		
Total Interview Points Available		
Minimum Number of Points required to Pass		
Applicants' Total Score		
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>
Transfer applicant's total points to the competition results storyline		

RATING SCALE

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

Once the candidate has given you an overview of a situation pertaining to a competency question, introduce the detailed probing to follow. i.e. *"I would like you to go back to the beginning and walk me through the experience - the key elements of the experience as far as your involvement is concerned - in detail. Remember our goal is to have enough material to write a 'screenplay' about you, so focus on your role and your perspective."*

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

INTERVIEW TEMPLATE

Communications Directors

Applicant name:

Date:

Time:

Interview Panel Names:

INTERVIEW QUESTIONS:

s.3

Page 373 to/à Page 374

Withheld pursuant to/removed as

s.3

ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 10 PTS															
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:															
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>																
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>																
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>																
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>																
Panel Consensus Or Average Rating: _____/10																	
<table border="1"> <tr> <td>Total Interview Points Available</td> <td colspan="2"></td> </tr> <tr> <td>Minimum Number of Points required to Pass</td> <td colspan="2"></td> </tr> <tr> <td>Applicants' Total Score</td> <td colspan="2"></td> </tr> <tr> <td>Outcome</td> <td> Pass <input type="checkbox"/> </td> <td> Fail <input type="checkbox"/> </td> </tr> <tr> <td colspan="3"> Transfer applicant's total points to the competition results storyline </td> </tr> </table>			Total Interview Points Available			Minimum Number of Points required to Pass			Applicants' Total Score			Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>	Transfer applicant's total points to the competition results storyline		
Total Interview Points Available																	
Minimum Number of Points required to Pass																	
Applicants' Total Score																	
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>															
Transfer applicant's total points to the competition results storyline																	

RATING SCALE

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

Once the candidate has given you an overview of a situation pertaining to a competency question, introduce the detailed probing to follow. i.e. *"I would like you to go back to the beginning and walk me through the experience - the key elements of the experience as far as your involvement is concerned - in detail. Remember our goal is to have enough material to write a 'screenplay' about you, so focus on your role and your perspective."*

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

INTERVIEW TEMPLATE

Communications Managers

Applicant name:

Date: August 28, 2017

Time:

Interview Panel Names:

s.3

Page 378 to/à Page 379

Withheld pursuant to/removed as

s.3

ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 5 PTS															
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:															
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>																
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>																
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>																
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>																
Panel Consensus Or Average Rating: _____/5																	
<table border="1"> <tr> <td>Total Interview Points Available</td> <td colspan="2"></td> </tr> <tr> <td>Minimum Number of Points required to Pass</td> <td colspan="2"></td> </tr> <tr> <td>Applicants' Total Score</td> <td colspan="2"></td> </tr> <tr> <td>Outcome</td> <td> Pass <input type="checkbox"/> </td> <td> Fail <input type="checkbox"/> </td> </tr> <tr> <td colspan="3"> Transfer applicant's total points to the competition results storyline </td> </tr> </table>			Total Interview Points Available			Minimum Number of Points required to Pass			Applicants' Total Score			Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>	Transfer applicant's total points to the competition results storyline		
Total Interview Points Available																	
Minimum Number of Points required to Pass																	
Applicants' Total Score																	
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>															
Transfer applicant's total points to the competition results storyline																	

RATING SCALE

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

Once the candidate has given you an overview of a situation pertaining to a competency question, introduce the detailed probing to follow. i.e. *"I would like you to go back to the beginning and walk me through the experience - the key elements of the experience as far as your involvement is concerned - in detail. Remember our goal is to have enough material to write a 'screenplay' about you, so focus on your role and your perspective."*

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

INTERVIEW TEMPLATE

Director Writing and Editorial Services		
--	--	--

Applicant name:	Date: August 16, 2017	Time:
------------------------	------------------------------	--------------

Interview Panel Names:

INTERVIEW QUESTIONS:

s.3

Page 383 to/à Page 384

Withheld pursuant to/removed as

s.3

ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 5 PTS
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>	
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>	
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>	
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>	
Panel Consensus Or Average Rating: _____/5		
Total Interview Points Available		
Minimum Number of Points required to Pass		
Applicants' Total Score		
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>
Transfer applicant's total points to the competition results storyline		

RATING SCALE

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

Once the candidate has given you an overview of a situation pertaining to a competency question, introduce the detailed probing to follow. i.e. *"I would like you to go back to the beginning and walk me through the experience - the key elements of the experience as far as your involvement is concerned - in detail. Remember our goal is to have enough material to write a 'screenplay' about you, so focus on your role and your perspective."*

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

INTERVIEW TEMPLATE

Public Affairs Officer

Applicant name:

Date:

Time:

Interview Panel Names:

INTERVIEW QUESTIONS:

s.3

Page 388 to/à Page 389

Withheld pursuant to/removed as

s.3

ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 5 PTS															
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:															
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>																
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>																
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>																
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>																
Panel Consensus Or Average Rating: _____/5																	
<table border="1"> <tr> <td>Total Interview Points Available</td> <td colspan="2"></td> </tr> <tr> <td>Minimum Number of Points required to Pass</td> <td colspan="2"></td> </tr> <tr> <td>Applicants' Total Score</td> <td colspan="2"></td> </tr> <tr> <td>Outcome</td> <td> Pass <input type="checkbox"/> </td> <td> Fail <input type="checkbox"/> </td> </tr> <tr> <td colspan="3"> Transfer applicant's total points to the competition results storyline </td> </tr> </table>			Total Interview Points Available			Minimum Number of Points required to Pass			Applicants' Total Score			Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>	Transfer applicant's total points to the competition results storyline		
Total Interview Points Available																	
Minimum Number of Points required to Pass																	
Applicants' Total Score																	
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>															
Transfer applicant's total points to the competition results storyline																	

RATING SCALE

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

Once the candidate has given you an overview of a situation pertaining to a competency question, introduce the detailed probing to follow. i.e. *"I would like you to go back to the beginning and walk me through the experience - the key elements of the experience as far as your involvement is concerned - in detail. Remember our goal is to have enough material to write a 'screenplay' about you, so focus on your role and your perspective."*

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

INTERVIEW TEMPLATE

Senior Public Affairs Officer

Applicant name:

Date: August 17, 2017

Time:

Interview Panel Names:

INTERVIEW QUESTIONS:

s.3

Page 393 to/à Page 394

Withheld pursuant to/removed as

s.3

ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 5 PTS															
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:															
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>																
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>																
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>																
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>																
Panel Consensus Or Average Rating: _____/5																	
<table border="1"> <tr> <td>Total Interview Points Available</td> <td colspan="2"></td> </tr> <tr> <td>Minimum Number of Points required to Pass</td> <td colspan="2"></td> </tr> <tr> <td>Applicants' Total Score</td> <td colspan="2"></td> </tr> <tr> <td>Outcome</td> <td> Pass <input type="checkbox"/> </td> <td> Fail <input type="checkbox"/> </td> </tr> <tr> <td colspan="3"> Transfer applicant's total points to the competition results storyline </td> </tr> </table>			Total Interview Points Available			Minimum Number of Points required to Pass			Applicants' Total Score			Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>	Transfer applicant's total points to the competition results storyline		
Total Interview Points Available																	
Minimum Number of Points required to Pass																	
Applicants' Total Score																	
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>															
Transfer applicant's total points to the competition results storyline																	

Page 396 to/à Page 401

Withheld pursuant to/removed as

s.22

Page 001 to/à Page 010

Withheld pursuant to/removed as

s.22

Online Editor - testing and interviews

Panel available 1:30 PM onwards

Test - Room 1		Test - Room 2	
12:30 - 1:40	Applicant A	1:15 - 2:25	Applicant B
2:00 - 3:10	Applicant C		

Interview	
1:45-2:25	Applicant A
2:30-3:10	Applicant B
3:15-3:55	Applicant C
4:10 - 4:30	Panel debrief

Page 012 to/à Page 015

Withheld pursuant to/removed as

s.22

On Wed, Sep 20, 2017 at 2:23 PM, Backs, Janet PSA:EX <Janet.Backs@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Public Affairs Officer**

Thank you for your participation in today's Round Robin Interview Panels. As part of this process, we require at least one (1) work-related reference who can speak to your experience, preferably a current or recent previous supervisor.

Please provide an alternate in case your first reference is not available.

By return email, please provide the name(s) and contact information below by end of day tomorrow Thursday, September 21, 2017.

Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Alternate Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Janet Backs, Senior Project Lead
Hiring and Service Operations | BC Public Service Agency
Suite 100 – 940 Blanshard | Victoria BC | [V8W 2H2](tel:250.580.0169) | Cell [250.580.0169](tel:250.580.0169)



Where ideas work

Page 018 to/à Page 021

Withheld pursuant to/removed as

s.22

On Wed, Sep 20, 2017 at 5:23 PM, Backs, Janet PSA:EX <Janet.Backs@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Public Affairs Officer**

Thank you for your participation in today's Round Robin Interview Panels. As part of this process, we require at least one (1) work-related reference who can speak to your experience, preferably a current or recent previous supervisor.

Please provide an alternate in case your first reference is not available.

By return email, please provide the name(s) and contact information below by end of day tomorrow Thursday, September 21, 2017.

Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Alternate Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Page 023 to/à Page 031

Withheld pursuant to/removed as

s.22

On Wed, Sep 20, 2017 at 5:23 PM, Backs, Janet PSA:EX <Janet.Backes@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Public Affairs Officer**

Thank you for your participation in today's Round Robin Interview Panels. As part of this process, we require at least one (1) work-related reference who can speak to your experience, preferably a current or recent previous supervisor.

Please provide an alternate in case your first reference is not available.

By return email, please provide the name(s) and contact information below by end of day tomorrow Thursday, September 21, 2017.

Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Alternate Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Page 033 to/à Page 035

Withheld pursuant to/removed as

s.22

On Wed, Sep 20, 2017 at 2:23 PM, Backs, Janet PSA:EX <Janet.Backs@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Public Affairs Officer**

Thank you for your participation in today’s Round Robin Interview Panels. As part of this process, we require at least one (1) work-related reference who can speak to your experience, preferably a current or recent previous supervisor.

Please provide an alternate in case your first reference is not available.

By return email, please provide the name(s) and contact information below by end of day tomorrow Thursday, September 21, 2017.

Reference:	
Name:	
Title:	
Phone:	
Email:	
Work relationship:	
Alternate Reference:	
Name:	
Title:	
Phone:	
Email:	
Work relationship:	

Janet Backs, Senior Project Lead
Hiring and Service Operations | BC Public Service Agency
Suite 100 – 940 Blanshard | Victoria BC | V8W 2H2 | Cell [250.580.0169](tel:250.580.0169)

[AskMyHR](#) | 250.952.6000 | Toll Free [1.877.277.0772](tel:1.877.277.0772)



Where ideas work

Page 038 to/à Page 040

Withheld pursuant to/removed as

s.22

On Wed, Sep 20, 2017 at 3:23 PM, Backs, Janet PSA:EX <Janet.Backes@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Public Affairs Officer**

Thank you for your participation in today's Round Robin Interview Panels. As part of this process, we require at least one (1) work-related reference who can speak to your experience, preferably a current or recent previous supervisor.

Please provide an alternate in case your first reference is not available.

By return email, please provide the name(s) and contact information below by end of day tomorrow Thursday, September 21, 2017.

Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Alternate Reference:

Name:

Title:

Phone:

Email:

Work relationship:

Page 042

Withheld pursuant to/removed as

s.22

On Fri, Sep 22, 2017 at 1:10 PM, Backs, Janet PSA:EX <Janet.Backs@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Communications Manager**

Thank you for your participation in Tuesday's interview panel for the position of Communications Manager. As part of this process, we require two (2) work-related reference who can speak to your experience, preferably including a current or recent supervisor.

You may provide an alternate in case either of your first choice of references is not available.

By return email, please provide the name(s) and contact information below by end of day Monday, September 25, 2017.

Reference 1:

Name:

Title:

Phone:

Email:

Work relationship:

Reference 2:

Name:

Title:

Phone:

Email:

Work relationship:

Alternate Reference:

Name:

Title:

Page 044 to/à Page 050

Withheld pursuant to/removed as

s.22

On Fri, Sep 22, 2017 at 1:12 PM, Backs, Janet PSA:EX <Janet.Backes@gov.bc.ca> wrote:



Where ideas work

**Government Communications and Public Engagement
Communications Manager**

Thank you for your participation in today's interview panel for the position of Communications Manager. As part of this process, we require two (2) work-related reference who can speak to your experience, preferably including a current or recent supervisor.

You may provide an alternate in case either of your first choice of references is not available.

By return email, please provide the name(s) and contact information below by end of day Monday, September 25, 2017.

Reference 1:	
Name:	
Title:	
Phone:	
Email:	
Work relationship:	
Reference 2:	
Name:	
Title:	
Phone:	
Email:	
Work relationship:	
Alternate Reference:	
Name:	
Title:	

Page 052 to/à Page 063

Withheld pursuant to/removed as

s.22

Reference Check Template

Position:	Applicant Name:	Date:
Conducted by:	Reference Name & Phone:	Organization:

Script:

Hi, My name is _____ and I'm calling to conduct a reference check for (*applicant name*), who is being considered for the position of (position title, branch and ministry). Your name has been provided by (*applicant name*) as a reference. The reference check will take approximately 20 minutes to complete. This reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the applicant, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.

Tips:

- Briefly explain the responsibilities of the job and the key factors you will be assessing through the reference check.
- Listen carefully and keep detailed and comprehensive notes of the referee's comments.
- Do not try to evaluate the reference or complete the rating while gathering information; complete the rating after the call.
- Do not ask the referee to provide scores.
- Ratings should be assigned based on a thorough examination of the examples and evidence provided by the referee. Reference check rating can be narrative (i.e. meets/ doesn't meet) or numerical i.e. numerical rating scale.

Rating:				
0-1 points - unacceptable	2 points - less than acceptable	3 points - satisfactory	4 points – more than acceptable	5 points - exceptional
Does not meet requirements	Does not meet requirements	Meets requirements	Meets requirements	Meets requirements
<ul style="list-style-type: none"> Significantly below criteria required for successful job performance Demonstrates counter-productive behaviours that have negative outcomes or consequences 	<ul style="list-style-type: none"> Insufficient for effective performance Does not meet criteria for effective performance Does not demonstrate a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> Acceptable for effective performance Meets criteria for effective performance Demonstrates a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> More than acceptable for effective performance Consistently demonstrates better than average level of performance Requires limited direction in complex situations 	<ul style="list-style-type: none"> Exceeds expectations in most to all areas with superior results Requires limited direction in complex situations

Part 1: General Verification Questions		
Employment Relationship	Choose an item.	Notes:
In what capacity was the applicant employed by your organization?	Notes:	
What were the dates of employment?	Notes:	
In what capacity was the applicant employed by your organization?	Notes:	
Please describe the applicant's key functions:	Notes:	
What was the applicant's reason for leaving?	Notes:	

Reference Check Template

Part 2: Job Specific Questions - Knowledge, Skills, Abilities and Competencies	
Insert Factor Assessed: Relationship building Insert Question: Please describe _____ ability to establish and maintain professional (effective, respectful, collaborative) liaisons/relationships, with colleagues, clients and supervisor(s).	Notes: Score or Pass/Fail:
Insert Factor Assessed: Ability to Manage Stress/ Workload Insert Question: Please describe _____ ability to effectively cope with and manage through periods of high workload and/or workplace stress. What stress management and/or self-care abilities have you observed being demonstrated.	Notes: Score or Pass/Fail:
CD, DWES, CM ONLY Insert Factor Assessed: Leadership/ Supervisory Skills Insert Question: Please describe _____ leadership ability and provide an example. In what leadership areas is he/she very effective? What areas of leadership need further development? Describe how he/she addresses and deals with challenging employees. Provide an example of his/her success in managing employee performance.	Notes: Score or Pass/Fail:
Part 3: Overall Performance Questions	
Overall Performance <ul style="list-style-type: none"> What would you describe as the applicant's key strengths? On what areas could they focus for development? <p>If any concerns, please check when the issues were identified. Were they discussed with the individual? What development is underway to achieve improvement? What is the progress?</p>	Notes: Score or Pass/Fail:
Standards of Conduct: <ul style="list-style-type: none"> Did applicants' conduct meet the standards in matters such confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest? If there were any issues or concerns please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result? 	Notes: Score or Pass/Fail:

Reference Check Template

Part 4: In closing		
<ul style="list-style-type: none"> Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add? 	Notes:	
<ul style="list-style-type: none"> Would you rehire this individual? Why, or why not? 	Notes:	
<i>Thank the referee for their time and cooperation and ask for permission to call back with any additional questions.</i>		
Overall Pass/ Fail Rating		Choose an item.

Page 067 to/à Page 071

Withheld pursuant to/removed as

s.22

Ready to be scheduled to an interview:

PAO's	Pass ed Writt en?	Location	Phone	Email	Confirmed	Notes
-------	----------------------------	----------	-------	-------	-----------	-------

s.22

Page 073

Withheld pursuant to/removed as

s.22

s.22

Communications Manager	Location	Phone	Email	Confirmed	Notes
---------------------------	----------	-------	-------	-----------	-------

s.22

Communications Director	Location	Phone	Email	Confirmed	Notes
----------------------------	----------	-------	-------	-----------	-------

s.22

Reference Check Template

Position:	Applicant Name:	Date:
Conducted by:	Reference Name & Phone:	Organization:

Script:

Hi, My name is _____ and I'm calling to conduct a reference check for (*applicant name*), who is being considered for the position of (position title, branch and ministry). Your name has been provided by (*applicant name*) as a reference. The reference check will take approximately 20 minutes to complete. This reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the applicant, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.

Tips:

- Briefly explain the responsibilities of the job and the key factors you will be assessing through the reference check.
- Listen carefully and keep detailed and comprehensive notes of the referee's comments.
- Do not try to evaluate the reference or complete the rating while gathering information; complete the rating after the call.
- Do not ask the referee to provide scores.
- Ratings should be assigned based on a thorough examination of the examples and evidence provided by the referee. Reference check rating can be narrative (i.e. meets/ doesn't meet) or numerical i.e. numerical rating scale.

Rating:				
0-1 points - unacceptable	2 points - less than acceptable	3 points - satisfactory	4 points – more than acceptable	5 points - exceptional
Does not meet requirements	Does not meet requirements	Meets requirements	Meets requirements	Meets requirements
<ul style="list-style-type: none"> Significantly below criteria required for successful job performance Demonstrates counter-productive behaviours that have negative outcomes or consequences 	<ul style="list-style-type: none"> Insufficient for effective performance Does not meet criteria for effective performance Does not demonstrate a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> Acceptable for effective performance Meets criteria for effective performance Demonstrates a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> More than acceptable for effective performance Consistently demonstrates better than average level of performance Requires limited direction in complex situations 	<ul style="list-style-type: none"> Exceeds expectations in most to all areas with superior results Requires limited direction in complex situations

Part 1: General Verification Questions		
Employment Relationship	Choose an item.	Notes:
In what capacity was the applicant employed by your organization?	Notes:	
What were the dates of employment?	Notes:	
In what capacity was the applicant employed by your organization?	Notes:	
Please describe the applicant's key functions:	Notes:	
What was the applicant's reason for leaving?	Notes:	

Reference Check Template

Part 2: Job Specific Questions - Knowledge, Skills, Abilities and Competencies	
Insert Factor Assessed: Relationship building Insert Question: Please describe _____ ability to establish and maintain professional (effective, respectful, collaborative) liaisons/relationships, with colleagues, clients and supervisor(s).	Notes:
Score or Pass/Fail:	
Insert Factor Assessed: Ability to Manage Stress/ Workload Insert Question: Please describe _____ ability to effectively cope with and manage through periods of high workload and/or workplace stress. What stress management and/or self-care abilities have you observed being demonstrated.	Notes:
Score or Pass/Fail:	
CD, DWES, CM ONLY Insert Factor Assessed: Leadership/ Supervisory Skills Insert Question: Please describe _____ leadership ability and provide an example. In what leadership areas is he/she very effective? What areas of leadership need further development? Describe how he/she addresses and deals with challenging employees. Provide an example of his/her success in managing employee performance.	Notes:
Score or Pass/Fail:	
Part 3: Overall Performance Questions	
Overall Performance <ul style="list-style-type: none"> What would you describe as the applicant's key strengths? On what areas could they focus for development? <p>If any concerns, please check when the issues were identified. Were they discussed with the individual? What development is underway to achieve improvement? What is the progress?</p>	Notes:
Score or Pass/Fail:	

Reference Check Template

Standards of Conduct: <ul style="list-style-type: none"> Did applicants' conduct meet the standards in matters such confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest? If there were any issues or concerns please explain. Did you discuss these issues or concerns with the individual? If yes, did improvement result? 	Notes:
	Score or Pass/Fail:
Part 4: In closing	
<ul style="list-style-type: none"> Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add? 	Notes:
<ul style="list-style-type: none"> Would you rehire this individual? Why, or why not? 	Notes:
<i>Thank the referee for their time and cooperation and ask for permission to call back with any additional questions.</i>	
Overall Pass/ Fail Rating	
Choose an item.	

TOTAL CM INVENTORY	40
TOTAL PAO INVENTORY	89
TOTAL UNSOLICITED	118
TOTAL INTERNAL REFERRAL	44
TOTAL	291

APPLICANT INFORMATION					
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SOURCE

s.22

Page 080 to/à Page 088

Withheld pursuant to/removed as

s.22

TOTAL PASS 174
 TOTAL FAIL 62
 Need Review 62
 Total Screened 236
 % Screened 81%

SCREENED IN A B
 COMM MGR 35 1
 SR PAO 26 0
 PAO 121 19
 JR PAO 125 22

SCREENING					SCREENING RESULT				
Certificate/Degree in Communications Related field	Years of Experience	Supervisory & Leadership	Lead Complex Files & Projects	Extensive Comm Shop	SCREEN PASS/FAIL	COM MGR	SNR PAO	PAO	JNR PAO

s.22

Page 090 to/à Page 098

Withheld pursuant to/removed as

s.22

TESTING					INTERVIEW			REFERENCES		
WRITING	CRITICAL THINKING	Sent to GCPE for Testing	TESTING SENT DATE	TESTING PASS/FAIL	INVITE	Interview date	RESULT	References	Reference date	CRC

s.22

Page 100 to/à Page 108

Withheld pursuant to/removed as

s.22

OFFER	Estimated Start date	Notes
s.22		

Page 110 to/à Page 120

Withheld pursuant to/removed as

s.22

APPLICANT INFORMATION							SCREENING	
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SHIFT PREF: M-F 3:30-11:30 am M-F 2 - 10 pm M-F 12 -8 pm Sat/Sun 6 am - 2 pm Sat/Sun 1-9 pm	SOURCE	Post-secondary in Office Admin., Medical/Legal Transcrip., Writing, English or other related field	Experience as an Admin Prof.

s.22

					TESTING			INTERVIEW			REFERENCES	
Experience in transcription	Extensive experience using Mac computers	Typing speed (Pref. 55 wpm or better)	Preferece: ability to translate Cantonese or Punjabi	SCREEN PASS/FAIL	Scheduled for Testing	TEST DATE	TESTING PASS/FAIL	INVITE	Interview date	RESULT	References	Reference date

s.22

CRC	OFFER	Estimated Start date	Notes
s.22			

TOTAL CM INVENTORY	40
TOTAL PAO INVENTORY	89
TOTAL UNSOLICITED	118
TOTAL INTERNAL REFERRAL	44
TOTAL	291

TOTAL PASS
TOTAL FAIL
Need Review
Total Screened
% Screened

APPLICANT INFORMATION						SCREENING		
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SOURCE	Certificate/Degree in Communications Related field	Years of Experience	Supervisory & Leadership

s.22

Page 125 to/à Page 133

Withheld pursuant to/removed as

s.22

174	SCREENED IN	A	B
62	COMM MGR	35	1
62	SR PAO	26	0
236	PAO	121	19
81%	JR PAO	125	22

		SCREENING RESULT					TESTING					INTERVIEW	
Lead Complex Files & Projects	Extensive Comm Shop	SCREEN PASS/FAIL	COM MGR	SNR PAO	PAO	JNR PAO	WRITING	CRITICAL THINKING	Sent to GCPE for Testing	TESTING SENT DATE	TESTING PASS/FAIL	INVITE	Interview date

s.22

Page 135 to/à Page 143

Withheld pursuant to/removed as

s.22

	REFERENCES					
RESULT	References	Reference date	CRC	OFFER	Estimated Start date	Notes

s.22

Page 145 to/à Page 157

Withheld pursuant to/removed as

s.22

APPLICANT INFORMATION							SCREENING	
APPLICANT NAME	LOCATION	EMAIL ADDRESS	PHONE	WILLING TO RELOCATE	SHIFT PREF: M-F 3:30-11:30 am M-F 2 - 10 pm M-F 12 -8 pm Sat/Sun 6 am - 2 pm Sat/Sun 1-9 pm	SOURCE	Post-secondary in Office Admin., Medical/Legal Transcrip., Writing, English or other related field	Experience as an Admin Prof.

s.22

					TESTING			INTERVIEW			REFERENCES	
Experience in transcription	Extensive experience using Mac computers	Typing speed (Pref. 55 wpm or better)	Preferece: ability to translate Cantonese or Punjabi	SCREEN PASS/FAIL	Scheduled for Testing	TEST DATE	TESTING PASS/FAIL	INVITE	Interview date	RESULT	References	Reference date

s.22

CRC	OFFER	Estimated Start date	Notes
-----	-------	-------------------------	-------

s.22

Page 161 to/à Page 238

Withheld pursuant to/removed as

s.22

INTERVIEW QUESTIONS

Congratulations on being short-listed for the Today's News Online Editor competition!

The following interview questions have been extracted from the qualifications in the job description for this position. The numbers represent total possible point scores for the question.

Feel free to use the paper provided to write notes, which may be used during the interview. You are also welcome to change the order of the questions in the interview.

Good luck!

s.3

Page 240 to/à Page 247

Withheld pursuant to/removed as

s.3

FOI LEAD – Interview Questions

s.3

Page 249

Withheld pursuant to/removed as

s.3

INTERVIEW QUESTIONS

Congratulations on being short-listed for the Today's News Online Editor competition!

The following interview questions have been extracted from the qualifications in the job description for this position. The numbers represent total possible point scores for the question.

Feel free to use the paper provided to write notes, which may be used during the interview. You are also welcome to change the order of the questions in the interview.

Good luck!

s.3

Page 251 to/à Page 258

Withheld pursuant to/removed as

s.3

PRE-INTERVIEW CALL

Congratulations on being short-listed for the Today's News Online Editor competition!

In order to learn more about you and how your qualifications, experience, and career goals align with this position, we would like to take 10 – 15 minutes and ask you some questions that relate to the job requirements.

This position is an Order in Council appointment. OICs are appointments made by the Lieutenant Governor in Council (Cabinet). The *Public Service Act* does not apply to these appointments other than having to swear an oath.

Scheduling flexibility is key to Today's News Online's long-term success within the BC government.

- The positions guarantee 20 hrs per week but may require up to 35 hours per week
- Online editors are required to work a variety of shifts with various start and end times and including weekends, statutory holidays, even Christmas.
- Some shifts begin as early as 3:30 am, while others end as late as 10:00 pm.
 - M-F 3:30 am – 11:30 am
 - M-F 12:00 pm – 8:00 pm
 - M-F 2:00 pm – 10:00 pm
 - Sat/Sun 6:00 am – 2:00 pm
 - Sat/Sun 1:00 pm – 9:00 pm

Are you available to work any or all of these times?

What shift(s) would be your preference?

Is there anything that would prevent you from meeting this requirement of the position?

s.13

Page 260

Withheld pursuant to/removed as

s.3

Thank you. This information will be provided to the hiring panel and may form part of the decision-making process.

The next step in the process is a written test, including a hands-on transcription component, plus a short, in-person interview. The total time required is two (2) hours.

We are currently scheduling tests and interviews for _____.
Start times are 12:30 pm, 1:15 pm and 2:00 pm.

May we schedule you for one of these timeslots?

Thank you. The tests and interviews take place at s.15 Please arrive
5-10 minutes prior to your start time and check in at the s.15

We will send you a brief email message confirming this information. Please notify us as soon as possible if you are unable to attend your scheduled time, in order that we may accommodate other applicants.

Best of luck in the process!



Order in Council Job Description

JOB TITLE: FOI Lead	CLASSIFICATION: BAND 1	CHIPS POS NUM: 00114876
BRANCH / REGION / DISTRICT: Government Communications and Public Engagement, Victoria		DIVISION: Corporate Operations
SUPERVISORS TITLE: Executive Director, Financial and Corporate Services	CLASSIFICATION: Band 5	CHIPS POS NUM: 00114775

PROGRAM:

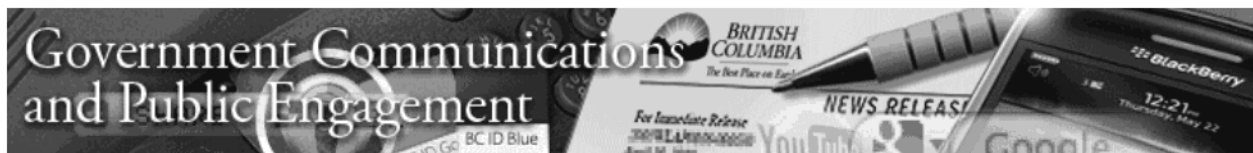
Government Communications and Public Engagement (GCPE) is a dynamic, progressive organization that supports the government in its ongoing dialogue with British Columbians. GCPE leads and coordinates government communications and public engagement through five divisions: Communications Operations Division, Strategic Issues Division, Strategic Communications Division, Government Digital Experience Division and Corporate Operations Division.

JOB OVERVIEW:

Reporting to the Executive Director, Financial and Corporate Services, the FOI Lead supervises the FOI Coordinator and manages a large caseload of complex and contentious FOI requests for GCPE. This position also provides leadership in the development of strategic and operational FOIPP management plans.

ACCOUNTABILITIES

- Supervises staff including assignment of work, development of evaluation of performance plans (EPDP's) and approval of leave.
- Leads the FOI Coordinator in the development of work plans and schedules.
- Provides leadership in development of strategic and operational FOIPP management plans.
- Leads multi-disciplinary teams within GCPE through the coordination, assessment, identification of harms and release of information.
- Provides cost benefit and/or risk analysis for projects.
- Negotiates/builds consensus with stakeholders involving conflicting priorities.
- Establishes standards and procedures.
- Develops and implements risk assessment tools and performance indicators.
- Provides advice and guidance to the four divisions of GCPE regarding policy, procedures, and practices as a FOIPPA expert to improve operations and enhance service delivery.
- Manages complex and contentious reviews that have unclear risks or harm factors, are high-profile, are cross ministry, involve multiple stake holders and are subject to critical scrutiny by media, organizations, or other public bodies.
- Reviews and approves requests, ensuring adherence to previous case decisions before forwarding to ministry for approval.



Order in Council Job Description

- Reviews systemic issues or concerns resulting from the application of policy, investigates causes, identifying policies that require revision, or areas where policy is lacking, initiates reviews and proposes options and recommendations to rectify.
- Implements best practices, operational program policies and procedures by anticipating and responding to new and emerging issues and proactively developing policies and procedures which address those issues.
- Conducts program evaluations to ensure efficiency and consistency and provides recommendations for improvement.
- Assesses likely impacts of alternative proposals in terms of associated risks, mitigation strategies, stakeholder response, liability and other implications, and outlines the advantages/strengths and disadvantages/weaknesses of each to support informed decision making.
- Conducts reviews and makes recommendations regarding potential proactive release categories and types of information.
- Determines and develops training requirements, delivering training programs and communication materials for staff.

JOB REQUIREMENTS

- Diploma in a related discipline (such as information management or public administration) and experience as an FOI Coordinator, or an equivalent combination of education, training and experience.
- Experience supervising staff.
- Experience interpreting and administering FOI legislation and providing advice on policy, procedures and guidelines.
- Experience in planning and coordinating complex projects/assignments.
- Experience in concisely and persuasively writing a range of documents/content.
- Experience establishing and maintaining effective working relationships with a variety of organizations.
- Experience drafting business correspondence, and providing written and oral briefings to senior management and executive.
- Knowledge of the Freedom of Information and Protection of Privacy Act, the Document Disposal Act, and the Personal Information Protection Act and associated policies and procedures relating to the general principals of access and privacy as they apply to the provincial context
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**



Order in Council Job Description

BEHAVIOURAL COMPETENCIES

- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Impact and Influence** is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.
- **Engaging External Partners** identifies and involves external stakeholders in order to foster long term partnerships.
- **Innovation** indicates an effort to improve performance by doing or promoting new things, such as introducing a previously unknown or untried solution or procedure to the specific area or organization.
- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.



Order in Council Job Description

JOB TITLE: FOI Lead	CLASSIFICATION: BAND 1	CHIPS POS NUM: 00114876
BRANCH / REGION / DISTRICT: Government Communications and Public Engagement, Victoria		DIVISION: Corporate Operations
SUPERVISORS TITLE: Executive Director, Financial and Corporate Services	CLASSIFICATION: Band 5	CHIPS POS NUM: 00114775

PROGRAM:

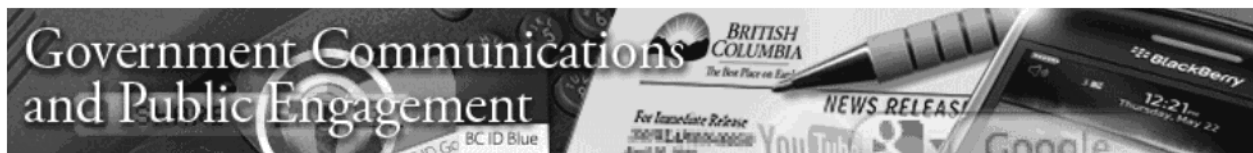
Government Communications and Public Engagement (GCPE) is a dynamic, progressive organization that supports the government in its ongoing dialogue with British Columbians. GCPE leads and coordinates government communications and public engagement through five divisions: Communications Operations Division, Strategic Issues Division, Strategic Communications Division, Government Digital Experience Division and Corporate Operations Division.

JOB OVERVIEW:

Reporting to the Executive Director, Financial and Corporate Services, the FOI Lead supervises the FOI Coordinator and manages a large caseload of complex and contentious FOI requests for GCPE. This position also provides leadership in the development of strategic and operational FOIPP management plans.

ACCOUNTABILITIES

- Supervises staff including assignment of work, development of evaluation of performance plans (EPDP's) and approval of leave.
- Leads the FOI Coordinator in the development of work plans and schedules.
- Provides leadership in development of strategic and operational FOIPP management plans.
- Leads multi-disciplinary teams within GCPE through the coordination, assessment, identification of harms and release of information.
- Provides cost benefit and/or risk analysis for projects.
- Negotiates/builds consensus with stakeholders involving conflicting priorities.
- Establishes standards and procedures.
- Develops and implements risk assessment tools and performance indicators.
- Provides advice and guidance to the four divisions of GCPE regarding policy, procedures, and practices as a FOIPPA expert to improve operations and enhance service delivery.
- Manages complex and contentious reviews that have unclear risks or harm factors, are high-profile, are cross ministry, involve multiple stake holders and are subject to critical scrutiny by media, organizations, or other public bodies.
- Reviews and approves requests, ensuring adherence to previous case decisions before forwarding to ministry for approval.

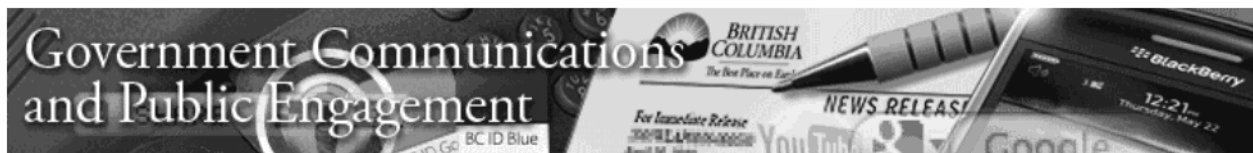


Order in Council Job Description

- Reviews systemic issues or concerns resulting from the application of policy, investigates causes, identifying policies that require revision, or areas where policy is lacking, initiates reviews and proposes options and recommendations to rectify.
- Implements best practices, operational program policies and procedures by anticipating and responding to new and emerging issues and proactively developing policies and procedures which address those issues.
- Conducts program evaluations to ensure efficiency and consistency and provides recommendations for improvement.
- Assesses likely impacts of alternative proposals in terms of associated risks, mitigation strategies, stakeholder response, liability and other implications, and outlines the advantages/strengths and disadvantages/weaknesses of each to support informed decision making.
- Conducts reviews and makes recommendations regarding potential proactive release categories and types of information.
- Determines and develops training requirements, delivering training programs and communication materials for staff.

JOB REQUIREMENTS

- Diploma in a related discipline (such as information management or public administration) and experience as an FOI Coordinator, or an equivalent combination of education, training and experience.
- Experience supervising staff.
- Experience interpreting and administering FOI legislation and providing advice on policy, procedures and guidelines.
- Experience in planning and coordinating complex projects/assignments.
- Experience in concisely and persuasively writing a range of documents/content.
- Experience establishing and maintaining effective working relationships with a variety of organizations.
- Experience drafting business correspondence, and providing written and oral briefings to senior management and executive.
- Knowledge of the Freedom of Information and Protection of Privacy Act, the Information Management Act, and the Personal Information Protection Act and associated policies and procedures relating to the general principals of access and privacy as they apply to the provincial context
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**



Order in Council Job Description

BEHAVIOURAL COMPETENCIES

- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Impact and Influence** is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.
- **Engaging External Partners** identifies and involves external stakeholders in order to foster long term partnerships.
- **Innovation** indicates an effort to improve performance by doing or promoting new things, such as introducing a previously unknown or untried solution or procedure to the specific area or organization.
- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.

Reference Check Template

Position:	Applicant Name:	Date:
Conducted by:	Reference Name & Phone:	Organization:

Script:

Hi, My name is _____ and I'm calling to conduct a reference check for (*applicant name*), who is being considered for the position of (position title, branch and ministry). Your name has been provided by (*applicant name*) as a reference. The reference check will take approximately 20 minutes to complete. This reference will be used in the overall evaluation of the applicant and will affect the final rating. The information you provide can be given to the applicant, in full or part, should it be requested under the *Freedom of Information and Protection of Privacy Act*.

Tips:

- Briefly explain the responsibilities of the job and the key factors you will be assessing through the reference check.
- Listen carefully and keep detailed and comprehensive notes of the referee's comments.
- Do not try to evaluate the reference or complete the rating while gathering information; complete the rating after the call.
- Do not ask the referee to provide scores.
- Ratings should be assigned based on a thorough examination of the examples and evidence provided by the referee. Reference check rating can be narrative (i.e. meets/ doesn't meet) or numerical i.e. numerical rating scale.

Rating:				
0-1 points - unacceptable	2 points - less than acceptable	3 points - satisfactory	4 points – more than acceptable	5 points - exceptional
Does not meet requirements	Does not meet requirements	Meets requirements	Meets requirements	Meets requirements
<ul style="list-style-type: none"> Significantly below criteria required for successful job performance Demonstrates counter-productive behaviours that have negative outcomes or consequences 	<ul style="list-style-type: none"> Insufficient for effective performance Does not meet criteria for effective performance Does not demonstrate a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> Acceptable for effective performance Meets criteria for effective performance Demonstrates a sufficient range of skills for handling the situation 	<ul style="list-style-type: none"> More than acceptable for effective performance Consistently demonstrates better than average level of performance Requires limited direction in complex situations 	<ul style="list-style-type: none"> Exceeds expectations in most to all areas with superior results Requires limited direction in complex situations

Part 1: General Verification Questions		
Employment Relationship	Choose an item.	Notes:
In what capacity was the applicant employed by your organization?	Notes:	
What were the dates of employment?	Notes:	
Please describe the applicant's key functions:	Notes:	
What was the applicant's reason for leaving?	Notes:	

Reference Check Template

Part 2: Job Specific Questions - Knowledge, Skills, Abilities and Competencies

Insert Factor Assessed: Negotiating/Building Consensus

Insert Question:

Please describe _____'s ability to negotiate and build consensus with stakeholders involving conflicting priorities.

Probing question: When managing conflict, please describe _____'s judgement and ability in balancing assertiveness and accommodation as appropriate to the circumstances.

Notes:

Score or Pass/Fail:

Insert Factor Assessed: Ability to Manage Stress/ Workload

Insert Question:

Please describe _____ ability to effectively cope with and manage through periods of high workload and/or workplace stress. What stress management and/or self-care abilities have you observed being demonstrated?

Notes:

Score or Pass/Fail:

Insert Factor Assessed: Leadership/ Supervisory Skills

Insert Question:

Please describe _____ leadership ability and provide an example. In what areas is he/she very effective? What areas of leadership need further development?

Please describe _____'s ability to provide constructive feedback to others (teammates, other colleagues, direct reports, clients) and manage difficult conversations.

Notes:

Score or Pass/Fail:

Reference Check Template

Part 3: Overall Performance Questions	
Overall Performance <ul style="list-style-type: none"> What would you describe as the applicant's key strengths? On what areas could they focus for development? <p>If any concerns, please check when the issues were identified. Were they discussed with the individual? What development is underway to achieve improvement? What is the progress?</p>	Notes: <div style="height: 150px; border: 1px solid #ccc; margin-top: 5px;"></div>
Score or Pass/Fail:	
Standards of Conduct: <ul style="list-style-type: none"> Did applicants' conduct meet the standards in matters such confidentiality, loyalty, honesty, integrity, impartiality, workplace behaviour and conflicts of interest? If there were any issues or concerns: Did you discuss these issues or concerns with the individual? If yes, did improvement result? 	Notes: <div style="height: 150px; border: 1px solid #ccc; margin-top: 5px;"></div>
Score or Pass/Fail:	
Part 4: In closing	
<ul style="list-style-type: none"> Is there anything else of relevance that I have not asked you that you think I should know about this individual's performance at work? Any comments you wish to add? 	Notes: <div style="height: 150px; border: 1px solid #ccc; margin-top: 5px;"></div>
<ul style="list-style-type: none"> Would you rehire this individual? Why, or why not? 	Notes: <div style="height: 50px; border: 1px solid #ccc; margin-top: 5px;"></div>
<i>Thank the referee for their time and cooperation and ask for permission to call back with any additional questions.</i>	
Overall Pass/ Fail Rating	

FOI LEAD – Interview Questions

s.3

Please note: Responsibility and accountability of the screening process lies with the Panel members.											
REQ # 44783	Title: FOI LEAD					Classification: BAND 1			Ministry / Community: GCPE		
Applicant Information		Qualifications									
Name	Diploma in a related discipline (such as information management or public administration)	Experience as an FOI Coordinator	Experience supervising staff	Experience interpreting and administering FOI legislation and providing advice on policy, procedures and guidelines	Experience in planning and coordinating complex projects/assignments	Experience in concisely and persuasively writing a range of documents/content	Experience establishing and maintaining effective working relationships with a variety of organizations	Experience drafting business correspondence, and providing written and oral briefings to senior management and executive	Meets qualifications ? YES / NO / SOME	Shortlisted Yes / No	Comments (if needed)

Page 273

Withheld pursuant to/removed as

s.22

Summary of Applicants - Req *****						
<i>CLASSIFICATION - Title</i>						

Applicant Name	City	Email Address	Primary Phone Number	Applicant Type	Current BC Gov Job Title	Applicant's Current Ministry
----------------	------	---------------	----------------------	----------------	--------------------------	------------------------------

s.22

FOI Lead Interview Schedule

Interview Panel

Eric Kristianson (ADM)/ Janet Backs, PSA

Raman Dale (ED)

Rita Chand (Staffing and Recruitment Officer)

8:30-9:00	Panel set up and preparation	8:30-9:00	Candidate 1 arrives, reviews interview qu
9:00-9:40	Candidate 1		
9:40-9:55	debrief	9:30-10:00	Candidate 2 arrives, reviews interview qu
10:00-10:40	Candidate 2		
10:40-10:55	debrief	10:30-11:00	Candidate 3 arrives, reviews interview qu
11:00-11:40	Candidate 3		
11:40-12:00	debrief & decisions		

uestions

uestions

uestions

Page 277 to/à Page 281

Withheld pursuant to/removed as

s.22

FOI Lead Interview Schedule

Interview Panel

Eric Kristianson (ADM)/ Janet Backs, PSA

Raman Dale (ED)

Rita Chand (Staffing and Recruitment Officer)

8:30-9:00	Panel set up and preparation	8:30-9:00	Candidate 1 arrives, reviews interview qu
9:00-9:40	Candidate 1		
9:40-9:55	debrief	9:30-10:00	Candidate 2 arrives, reviews interview qu
10:00-10:40	Candidate 2		
10:40-10:55	debrief	10:30-11:00	Candidate 3 arrives, reviews interview qu
11:00-11:40	Candidate 3		
11:40-12:00	debrief & decisions		

uestions

uestions

uestions

Page 284 to/à Page 288

Withheld pursuant to/removed as

s.22

Online Editor - testing and interviews

Panel available 1:30 PM onwards

Test - Room 1		Test - Room 2	
12:30 - 1:40	Applicant A	1:15 - 2:25	Applicant B
2:00 - 3:10	Applicant C		

Interview	
1:45-2:25	Applicant A
2:30-3:10	Applicant B
3:15-3:55	Applicant C
4:10 - 4:30	Panel debrief

Page 290 to/à Page 293

Withheld pursuant to/removed as

s.22

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

INTERVIEW TEMPLATE

Competition Information		
Requisition #: 44783	Position Title/Classification: FOI LEAD (GCPE) – BAND 1	Location: VICTORIA
Applicant name:	Date:	Time:
Interview Panel Names:		
INTRODUCTION –Responsibility: PANEL CHAIR		
<input type="checkbox"/>	INTRODUCE PANEL, PROCESS AND FORMAT	
<input type="checkbox"/>	TIME – Let the candidate know the approximate duration of the interview.	
<input type="checkbox"/>	NOTE TAKING – Advise the candidate that panel members will be taking notes during interview	
<input type="checkbox"/>	REPEAT, REPHRASE OR PARAPHRASE - Applicants are welcome to ask a panel to repeat or clarify a question at any time during the interview.	
<input type="checkbox"/>	COME BACK – If candidate is unable to answer a question right away, they can ask the panel to come back to it later.	
<input type="checkbox"/>	QUESTIONS - Ask the candidate if they have any questions before proceeding.	

RATING SCALE

Weighting may vary depending on the importance of the competency, knowledge, skill, or ability. Adjust the point values or use a multiplier to assign a greater weight to certain questions.

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

Page 296 to/à Page 299

Withheld pursuant to/removed as

s.3

WRAP UP - Responsibility: PANEL CHAIR			
Revisit Questions	<input type="checkbox"/>	Notes:	
Additional Applicant Comments	<input type="checkbox"/>		
Invite Applicant to ask questions	<input type="checkbox"/>		
NEXT STEPS - Let the applicant know when to expect a decision and how they will be advised.			
ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.			MAX: 10 PTS
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:	
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>		
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>		
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>		
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>		
Panel Consensus Or Average Rating: _____/10			
Total Interview Points Available: 50			
Minimum Number of Points required to Pass: 35			
Applicants' Total Score			
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>	
Transfer applicant's total points to the competition results storyline			

ASKING BEHAVIOURAL EVENT INTERVIEW QUESTIONS

Effective behavioural event interview process relies on asking lead (main) questions and number of detailed probing questions to elicit sufficient level of detail and enough material to be able to make rating decisions. Lead questions must be the same for all applicants. Probing questions will vary depending on the quality and quantity of information the applicant provides.

- Ask for specific details for the candidate to describe "in action"; what they did, said, thought, and felt
- Ask for a brief overview.
- Ask what led up to the situation.
- Ask for 3 to 5 key actions in the situation.
- Ask for the outcome.

TAKING NOTES

You are responsible for documenting your hiring decisions, including taking notes during the interview and panel deliberations. You are not required to take verbatim notes of everything an applicant says during the interview. However, your notes on applicant responses should be concise and capture key information shared. You can track all relevant competencies demonstrated in the answer even if the question is directed at a different competency.

Notes documenting your rationale for the rating decision are critical; ensure your notes capture your rationale and illustrate how you determined the score (i.e. if the response was poor, what specifically was missing from the response). Detailed notes will help you to provide feedback to unsuccessful applicants provide evidence that your staffing action was transparent, consistent, and based on the principle of merit.

EVALUATING THE CANDIDATE

IMPORTANT: Base your assessment for each competency and recruitment level on the candidate's behaviour across all of the stories for all the questions. Rate the candidate on the level they demonstrate most of the time, rather than on just the response to the specific question.

- Consider all relevant competencies demonstrated in each answer even if the question is directed at one competency.
- Look for behavioural examples from your notes to support your behavioural competency ratings at the level you determined prior to the interview.
- Review and rate the candidate compared to the level selected for the competency.
- Use the evidence from the interview to support your ratings and discuss the evidence to reach consensus on the final rating.

RATING

For **knowledge based questions and hypothetical questions (i.e. what would you do in this situation)** develop an "ideal response" that outlines what you would expect an applicant to include in their response. (i.e. this is typically a list of bullet points that outline what the candidate should talk about) Also, think about what would be a poor or incomplete response.

For assessment of **competencies**, use the [Interpretive Guides](#). Interpretive Guides provide a competency definition, behavioural levels, behavioural indicators, and interpretive guide to evaluate the competency. Determine the recruitment level for each competency prior to the interview. Evaluate the candidate responses using the interpretive guides and use the rating scale to assign a numerical score.

INTERVIEW TEMPLATE

Competition Information		
Requisition #:	Position Title/Classification: Online Editor (Band 1)	Location: Victoria BC
Applicant name:	Date:	Time:
Interview Panel Names:		
INTRODUCTION –Responsibility: PANEL CHAIR		
<input type="checkbox"/>	INTRODUCE PANEL, PROCESS AND FORMAT	
<input type="checkbox"/>	TIME – Let the candidate know the approximate duration of the interview.	
<input type="checkbox"/>	NOTE TAKING – Advise the candidate that panel members will be taking notes during interview	
<input type="checkbox"/>	REPEAT, REPHRASE OR PARAPHRASE - Applicants are welcome to ask a panel to repeat or clarify a question at any time during the interview.	
<input type="checkbox"/>	COME BACK – If candidate is unable to answer a question right away, they can ask the panel to come back to it later.	
<input type="checkbox"/>	QUESTIONS - Ask the candidate if they have any questions before proceeding.	

RATING SCALE

Beyond Recruitment Level	Recruitment Level	Below recruitment Level
9-10 points	6-8 points	0-5 points
Excellent response	Good to very good response	Less than Acceptable or Unacceptable response
Competency Questions: Should ensure extremely effective performance; significantly and consistently above criteria for successful job performance. Knowledge or Skill /Ability Questions: Ideal response or surpassed expectations; covered all the points looked for in a response; reserved for the exemplary set of skills that yield a particularly sophisticated approach or response; no errors.	Competency Questions: Should be adequate for effective performance; meets criteria relative to quality and quantity of behaviour required for successful range of skills for handling the situation and the desired result, or outcome is obtained. Knowledge or Skill /Ability Questions: Clear response; includes most of key information; minor errors; demonstrates or describes the range of appropriate skills. At the lower point rating, some deficiencies exist in the areas assessed but none of major concern.	Competency Questions: Insufficient for performance requirements; does not meet criteria relative to quality and quantity of behaviour. Described plausible but inappropriate behaviours for handling the situation or the desired result or outcome is not obtained. Knowledge or Skill/Ability Questions: Includes little or incorrect information; demonstrates a lack of understanding; does not describe a sufficient range of appropriate skills; many deficiencies; no answer provided or inappropriate answer; response would have negative outcomes.

Weighting may vary depending on the importance of the competency, knowledge, skill, or ability. Adjust the point values or use a multiplier to assign a greater weight to certain questions.

Page 303 to/à Page 306

Withheld pursuant to/removed as

s.3

WRAP UP - Responsibility: PANEL CHAIR		
Revisit Questions	<input type="checkbox"/>	Notes:
Additional Applicant Comments	<input type="checkbox"/>	
Invite Applicant to ask questions	<input type="checkbox"/>	
NEXT STEPS - Let the applicant know when to expect a decision and how they will be advised.		
ORAL COMMUNICATION SKILLS (OPTIONAL): An overall score assigned based on assessment of the oral communication skills, and degree and quality of professionalism, engagement, and interaction with the panel over the course of the interview. Use the following scoring guide to assign points for each heading up to maximum point value of 10 points.		MAX: 10 PTS
CLARITY AND LOGIC: <ul style="list-style-type: none"> Ideas / examples presented in clear, direct and easily understood form, free of jargon; Ideas are organized and presented in a logical/ reasonable sequence; key points and ideas are identified and articulated 	<input type="checkbox"/>	Rationale for the Rating Decision:
COMPLETE & CONCISE: <ul style="list-style-type: none"> Brief and to the point; Necessary information articulated; no questions left unanswered for the listener 	<input type="checkbox"/>	
CORRECT VOCABULARY AND GRAMMAR USAGE: <ul style="list-style-type: none"> Accurate, correct language and vocabulary usage; Appropriate level, language, style, tone appropriate to the audience; Grammatically correct structures are used 	<input type="checkbox"/>	
NON-VERBAL COMMUNICATION: <ul style="list-style-type: none"> Effectively used non-verbal communication – eye contact, body language; Where visual contact not available due to technical reasons, appropriate pauses, moderate tone of voice; Good use of inflection; Professional online meeting/telephone etiquette (if applicable) 	<input type="checkbox"/>	
OVERALL PRESENTATION & QUALITY OF ENGAGEMENT: <ul style="list-style-type: none"> Professional, actively engaged and interactive; Demonstrated interest in the role 	<input type="checkbox"/>	
Panel Consensus Or Average Rating: _____/10		
Total Interview Points Available	40	
Minimum Number of Points required to Pass	28	
Applicants' Total Score		
Outcome	Pass <input type="checkbox"/>	Fail <input type="checkbox"/>
Transfer applicant's total points to the competition results storyline		

Online Editor Test
Part 1

Name: _____

Date: _____

Start time: _____

❖ **Introduction:**

Online Editors are required to work quickly and recognize errors on the fly. The following three sections test your ability to identify mistakes in grammar, punctuation and word usage.

You will be given 20 minutes to complete Part 1.

This test (Sections A, B and C) is worth 60 points in total.

Please complete Part 1 on the hard copy test provided.

Page 309 to/à Page 310

Withheld pursuant to/removed as

s.3

Online Editor Test
Part 1

Name: _____

Date: _____

Start time: _____

❖ **Introduction:**

Online Editors are required to work quickly and recognize errors on the fly. The following three sections test your ability to identify mistakes in grammar, punctuation and word usage.

You will be given 20 minutes to complete Part 1.

This test (Sections A, B and C) is worth 60 points in total.

Please complete Part 1 on the hard copy test provided.

Page 312 to/à Page 313

Withheld pursuant to/removed as

s.3

Page 314 to/à Page 316

Withheld pursuant to/removed as

s.22

Please note: Responsibility and accountability of the screening process lies with the Panel members.

Title: Online Communications Officer - existing inventory - January to September 2017 applications

Applicant Information

Qualifications

Name	Post-Secondary Degree in communications or related field (journalism, public relations, political science, writing, English, marketing, etc) Posted showing Technical Certificate not Degree	18 months as Jr PAO or 3 yrs experience Posted showing 2 YEARS experience as an Online Communications Officer or equivalent	Source	Posted with preference for: Web Design (Dreamweaver) and/or writing for the web	Posted with preference for: Online Research	Meets qualifications? YES / NO / SOME	Shortlisted Yes / No	Comments (if needed)
------	---	--	--------	--	--	--	-------------------------	----------------------

s.22

Summary of Applicants - Public Affairs Officer
<i>internal referrals</i>

Applicant Name	Location	Email Address	Primary Phone Number
-----------------------	-----------------	----------------------	-----------------------------

s.22

Page 319

Withheld pursuant to/removed as

s.13

Page 320 to/à Page 324

Withheld pursuant to/removed as

s.22

Page 325 to/à Page 330

Withheld pursuant to/removed as

s.3

Page 331 to/à Page 338

Withheld pursuant to/removed as

s.22

Page 339 to/à Page 342

Withheld pursuant to/removed as

s.3

Page 343 to/à Page 352

Withheld pursuant to/removed as

s.22

Page 353 to/à Page 359

Withheld pursuant to/removed as

s.3

Page 360 to/à Page 364

Withheld pursuant to/removed as

s.22

Page 365 to/à Page 372

Withheld pursuant to/removed as

s.3

Page 373 to/à Page 379

Withheld pursuant to/removed as

s.22

Page 380 to/à Page 386

Withheld pursuant to/removed as

s.3

Page 387 to/à Page 396

Withheld pursuant to/removed as

s.22

Page 397 to/à Page 404

Withheld pursuant to/removed as

s.3

Page 405 to/à Page 410

Withheld pursuant to/removed as

s.22

Page 411 to/à Page 418

Withheld pursuant to/removed as

s.3

Page 419 to/à Page 433

Withheld pursuant to/removed as

s.22