



Interview Guide (Executive Director)

Candidate Name				
Position Title	Executive Director			
Interview Panel Name (s)				
Interview Date				
Step	Overview of the Interview			
1	Open the interview <ul style="list-style-type: none"> • Welcome the candidate, make them feel at ease, introduce interviewers and their roles, offer something to drink Mention the timeframe for the interview <ul style="list-style-type: none"> • The interview will take approximately 1.5 hours, if you don't understand a question or need a break let us know Explain goals for the position and the purpose of the interview <ul style="list-style-type: none"> • The Executive Director reports to the Board of Directors and is chiefly responsible for the organization's consistent achievement of its mission and organizational objective. The Executive Director is accountable for the implementation of all policies and programs related to child development and care, human resources, finance, equipment and facilities, family and community relations and governance of the child care centre. • The purpose of the interview is to determine whether there is a match between your interests and qualifications and the position we seek to fill. 			
2	Work-related experience and employment overview <ul style="list-style-type: none"> • We will start by asking you to spend a few minutes talking about your current and prior work-related experience. 			
3	Conduct interview <ul style="list-style-type: none"> • We will ask you about work situations where you played a key role. We would like you to focus on situations that occurred within the past year or two as it is more reflective of how you work today and it will be easier to recall that events in the distant past. 			
4	Candidate questions <ul style="list-style-type: none"> • After we have asked questions we will give you an opportunity to your own questions or add additional information that you consider important for us to know. 			
5	Close the interview <ul style="list-style-type: none"> • Thank the candidate for their time and interest; tell candidate when you expect to give them an answer, decisions, reference checking, etc. 			
6	Evaluate the candidate <ul style="list-style-type: none"> • Evaluate the candidate's response immediately after the interview and complete the scoring summary. 			
Candidate Evaluation Summary				
	0 Not Demon- strated	1 Develop-ing Required Skill	2 Meets Required Skill	3 Exceeds Required Skill
Degree or Diploma in ECE; Level II or III certification; meets DCS qualification standards				
Minimum of ten (10) years demonstrated proficiency in child care or equivalent				
Current First Aid and CPR Certification; Child Abuse Registry Check; Criminal Record Check				
Child Development and Care				
Human Resources				
Finance				
Equipment and Facilities				
Family and Community Relations				
Governance and Specialized Knowledge				
Skills, abilities and personal characteristics (two questions)				
Self-confidence, maturity and professional communication and appearance				
Total (add columns to reach a total score ___ / 33 or build weighting if preferred)				/33

Do not pursue
 Pursue to reference checks
 Place on hold
 See comments on final page

1

Created on 22 February 2012 File: Interview Guide – Executive Director
 Created by Human Resources Shared Services Partnership
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Step 2 – Overview of the Candidate’s Work Experience and Career Objectives

This step will provide you with an overview of the candidate’s career development and key job responsibilities. Developing an overview will assist you in probing for more information about the candidate’s knowledge and expertise as the interview proceeds. Starting with this overview question allows the candidate to relax and develop a rapport with the interview panel.

- 1. Please give us a brief 4-5 minute overview of your resume including your work history and education, starting with your most recent position. Tell us briefly about each position, the key skills and accountabilities of each job, and how you feel these roles has prepared you for the job you are applying for.**

(Interviewer to listen for common workplace accountabilities, reasons for job turnover, and potential gaps in skills or experience)

- 2. Tell us why you have applied for this position and how it fits with your overall career/work goals.**

(Consider overall level of interest and fit with the centre philosophy, board and team)

2

For Step 3: A guideline on how to structure a behavioural interview question is to ask the candidate the interview question and then use the supplementary questions below to gather details:

- Ask the question and listen to the response.*
- S – Situation: Briefly describe the situation*
- T – Task: What were you trying to achieve?*
- A – Action: What did you do to achieve your results?*
- R – Result: What were the results?*

Step 3 – Conduct Interview using Behavioural Event Questions

This step of the interview will ask questions that require the candidate to provide specific examples of situations where he or she used key skills and abilities that are necessary for this position. The Behavioural Event Interview (BEI) is the most reliable form of interview and is based on the principle that recently demonstrated behaviour in a given situation is most predictive of how a candidate will perform in future.

3. Tell us about a time when you were responsible to develop or improve an early childhood program and the steps you took to ensure it was successful in the organization and work environment?

OR Describe how your philosophy for child care curriculum has changed over time and how you have integrated new knowledge into a centre?

(Child Development and Care: Listen for and assess experience in developing and implementing the philosophy of early childhood education and care; applying pedagogical guidelines; providing program support to staff; developing practices to meet children’s needs; monitoring and evaluating the programs and activities; ensuring the environment is respectful of children’s needs and strengths; managing space requirements based on children’s needs, and protecting the rights of children)

4. Describe a time when you played a role in resolving a workplace conflict between employees?

OR Tell us about how you have integrated a new child care program at work and the approach you took in supporting staff in implementation?

(Human Resources: Listen for and assess experience in anticipating staff needs; recruitment and selection; supervision and managing employee performance; managing professional development; applying legislation and as necessary, the terms of a collective agreement; and managing external human resources)

3

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5. Tell us about a situation when you had an employee who was frequently not punctual or missed time at work. How did you address the problem with the employee and what was the outcome?

OR Tell us about your experience in negotiating a collective agreement and highlight a challenging problem that you needed to overcome?

OR Tell us about a time when you needed to dismiss an employee? What steps did you take in addressing the situation?

(Human Resources: Listen for and assess experience in anticipating staff needs; recruitment and selection; supervision and managing employee performance; managing professional development; applying legislation and as necessary, the terms of a collective agreement; and managing external human resources)

6. Describe a recent annual budget in which you needed to reallocate funds to deal with an unusual expenditure in the coming year?

OR Tell us about your experience in developing contingency plans to deal with unexpected financial constraints?

OR Tell us about a time when you needed to negotiate with supplier or other organization in order to achieve necessary financial outcomes?

(Finance: Listen for and assess experience in determining revenue sources, estimating expenses, managing accounts payable and receivables, managing enrollment and cash flow, and ordering materials, supplies or equipment)

4

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7. Tell us about a situation when your ability to assess a facility repair or maintenance issue allowed you to develop an effective plan to manage a workplace risk?

OR Tell us about a legislative or regulatory change affecting a child care centre and how you integrated the change into your centre.

(Equipment and Facilities: Listen for and assess experience in ensuring a safe and healthy environment; assess risk and develop emergency procedures; respond to facility emergencies; manage health practices; ensure safe food handling; manage facility, site and equipment repair and maintenance; and ensure compliance with building regulations and codes)

8. Describe a time when your centre had a new child with a family which was new to the community and needed access to a number of resources? How did you assess and support their needs?

OR Tell us about a time when you were successful in advocating for quality child care in your community?

(Family and Community Relations: Listen for and assess experience in creating a family-friendly environment; supporting a culture of respect for families; promoting family involvement; providing resources and referring families to external resources; creating and maintaining community links; advocating on behalf of quality early childhood education and care and establishing partnerships with external resources)

5

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9. Provide us with an example of how you have contributed to or led the development of a strategic, operational, business or financial plan? What was your role and what steps did you take in developing it?

OR What strategies and tactics do you use to keep Board members appropriately informed?

OR Tell us about a time when you needed to research, develop and present a new policy or program to the Board.

(Governance: Listen for and assess experience participating in organizational policy development; being aware of current legislation; contributing to or developing governance or operational policies and guidelines; monitoring and evaluating policies; assessing community needs for early childhood education and care; developing strategic, business and operational plans; developing communication strategies; marketing services; monitoring and pursuing funding programs; advising the Board of Directors and preparing, presenting and implementing policies and reports)

10. Describe your knowledge of the following regulations applicable to the child care sector?

Ethical practices and attitudes of the Nova Scotia Child Care Association

Nova Scotia Daycare Act and Regulations

Nova Scotia Department of Community Services Food and Nutrition Standards

Fire Inspection

6

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Employment Standards Act of Nova Scotia

Occupational Health and Safety, including WHMIS

Computer and technology related know how including word processing, spreadsheets, accounting software, presentation software, etc.

11. Tell us about a time when you were required to deal with an unexpected and time sensitive problem at work?

OR Tell us about a sensitive complaint that you received from a parent and how you approached it?

(Skills, abilities and personal characteristics: Listen for and assess experience in multi-tasking, time management, organizational abilities, verbal and/or written communications, flexibility, diplomacy, creativity, enthusiasm and patience)

12. Tell us about a time when you were required to anticipate a workplace problem and prevent it from occurring?

OR Describe a situation where you needed to adapt your management style to accommodate the needs of a challenging parent?

(Skills, abilities and personal characteristics: Listen for and assess experience in multi-tasking, time management, organizational abilities, verbal and/or written communications, flexibility, diplomacy, creativity, enthusiasm and patience)

7

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13. What do you believe are the top three strengths you bring to this position?

14. What are your priority development areas?

15. What is your annual salary expectation for this role?

16. From time to time, this position may be required to lift up to 60 lbs. Are you able to do so?

Step 4 – Candidate Opportunity to Ask Questions

Give the candidate an opportunity to ask questions about the job, the child care centre, or any other relevant matter. Take notes on the candidate's questions.

8

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