# Introduction

The following questions are provided as an aide to organizations/managers who may have less experience in recruiting health promoters. As with any recruitment effort, interview questions need to be tailored to the expectations for the position, position-level and context. Not all of the sample questions provided here would necessarily be used in a single interview.

Overall, the package of interview questions should:

* Confirm the candidate's education, training, and experience listed in the resume
* Assess the candidate’s orientation to population health promotion practice
* Provide information about the candidate’s past performance and accomplishments
* Indicate the candidate's compatibility with the culture of your organization (e.g., pace, style, settings)
* Offer insights into the reasons behind the candidate's desire to change jobs
* Responses to key questions should be probed further and confirmed through subsequent reference checks.

**Presentation**

The intent is to have candidates develop a short (e.g., 10 minute) presentation addressing a relevant health promotion issue for an appropriate target audience (e.g., Director, Senior Management Team, Board, etc.). Possible topics include:

* A recent problem or issue that your organization was asked to address
* Identifying and providing rationale for a particular issue to be an organizational priority.

The topic and audience should be appropriate for the intended position.

Sample Question:

*A new set of priorities will be developed for the Regional Health Authority/Regional Council. You are requested to position a current health promotion issue to be an Authority/Council priority. Develop a 10 minute presentation outlining the issue selected and the rationale as to why it should be a priority. You will then present this at the interview.*

Following the presentation – questions:

1. *Why did you select this issue?*
2. *What was the**rationale you used to completing this analysis?*
3. *If your position was declined, how would you refute against the decision? What other information or supports could you use to advocate on your behalf.*

Marking scheme:

Content (looking for 15 elements):

* provides/sets background context
* used a policy analysis lens
* assessed partnerships/ key stakeholders
* reviewed literature
* relevant issue for public health
* used evidence in rationale
* identified methodology to collecting information
* analysis includes political lens
* analysis includes media/ public opinion lens
* provides recommendations
* demonstrates understanding of issue
* identifies who is audience of interest
* demonstrates understanding of Authority/Council Priority
* rationale is well thought out
* identified indicators to use for Authority/Council Priority
* provided statistics to rationalize why is an issue
* used guiding documents/standards from relevant sources (e.g., legislation, standards, etc.) in rationale
* outlined consequences if nothing is done on issue (i.e., status quo)
* looked at what was currently being addressed to identify what was missing – or built on an existing priority area
* took other issues into consideration to determine if any synergies
* other

Presentation (looking for 6 elements):

* information is organized (e.g., logical progression)
* eye contact with audience, acknowledges listeners
* clear verbal communication
* body language demonstrates confidence
* professionalism of presentation and presenter
* presents a positive image of the organization
* conveys enthusiasm for project
* summary of recommendations provided
* innovative approach
* within time limit

# Education and Experience

*Please describe the educational background, training, skills and experience which you believe are most relevant to this position.*

Marking scheme:

Use the following as a guide and accept related responses not on this list. Responses should focus on items most relevant to the position. Looking for 8 elements (note: tailor to position):

* + relevant education (post-secondary, Masters)
  + additional training/ work experience in health promotion
  + experience with target population
  + worked with variety of stakeholders
  + relationship building
  + experience in population-health program planning and evaluation
  + experience in health promotion strategies (e.g., policy, environmental supports, health communication, social marketing, advocacy)
  + project management experience
  + knowledge in applicable legislation, standards, policy
  + report writing, council reports
  + multidisciplinary team experience
  + leadership experience
  + experience in SDOH
  + computer skills
  + other

**Social Determinants of Health and Health Inequities**

*Differences in social determinants of health contribute to population health inequities.*

1. *Please explain your understanding of social determinants of health and health inequities using a population health example.*
2. *What are the basic categories of activity that a public or population health organization can do to using a population health report address social determinants of health? Please provide an example for each category of activity.*

Marking scheme:

Understanding (2 marks)

Definition – Social determinants of health: the social conditions in which people live and work. Examples include:

* Income and Income Distribution
* Education
* Unemployment and Job Security
* Employment and Working Conditions
* Early Childhood Development
* Food Insecurity
* Housing
* Social Exclusion
* Social Safety Network
* Health Services
* Aboriginal Status
* Gender
* Race
* Disability

Categories of action (6 marks)

Definition – health inequity: inequalities in health that are deemed to be unfair or stemming

from some form of injustice. (note: use judgement if responses do not align with following scheme)

* Assess and report on the health of populations
  1. describe the existence and impact of health inequalities and inequities
  2. describe effective strategies to address them
* Modify/orient public health interventions to reduce inequities
  1. E.g., incorporate consideration of inequities in the planning of programs
  2. E.g., utilize health equity assessment tools
  3. E.g., assess disparities in results (e.g., immunization rates by group/neighbourhood)
* Engage in community and multi-sectoral collaboration to address health needs of populations through services and programs
  1. E.g., addressing gaps in existing services (early childhood; marginalized populations; etc.)
* Lead/participate with other stakeholders to address healthy public policies and supportive environments
  1. Multiple examples possible (early child development; built environment; neighbourhood remediation; social policy (e.g., minimum wage; day care policy; etc.)

# Sensitivity to Ethnocultural Diversity

*The Authority/Region serves a significantly diverse population. A key health promotion concern is [condition], especially among [population]. Please describe two complexities that need to be taken into consideration when working with ethnocultural diversity in order to effectively develop policy/programming for the prevention of [condition].*

Marking scheme:

Looking for 6 elements:

* language/communication
* understanding of population
* assumed need
* recognition of heterogeneity within population groups
* dignity of client/ group served is preserved/ respected reach
* staffing that reflects diversity of community being served
* examples provided to justify complexities
* other

**Relationship Development**

*Multi-sector relationship building is an important component to this position. Describe a time when you had to seek out a collaborative opportunity and what approaches did you use to make it successful for both parties.*

Marking scheme:

Relevant example - Looking for 6 elements:

* look at opportunities to align agendas
* set up meetings
* honesty and integrity when problem solving
* learned about their agenda
* obtain buy-in
* speak to synergies
* active communication
* identify differences and look for compromises
* obtain trust
* confirm comprehension
* role clarification
* document through project charter/ terms of reference
* follow-up on how relationship is working
* other

# Project Management

*Scope creep is a subtle process that can result in a project moving in a completely different direction. Drawing upon your experience, explain what are some tools or strategies that you have used (or you would use) to effectively manage a project from development to completion.*

Marking scheme:

Seeking 8 elements:

* has a clear scenario/example to draw upon
* develop project plan with the team (buy-in and understanding of vision of project)
* project charter
* project objectives
* project sponsor to oversee approvals and ensure vision is clear for project
* explicit process to make changes to project plan
* logic model
* work plan / GANT chart - timelines
* milestones
* define in and out of scope
* critical path
* project meetings – regular scheduled
* RACI – role clarity
* communication –regular updates
* other

# Judgement

*Tell me about a time when you had to make a critical decision in you supervisor’s absence. How did you handle it?*

Marking scheme:

Seeking 6 elements:

* relevant example
* determined implications of not making a decision
* identified options
* analyzed options – pros/cons
* sought advice/guidance from another supervisor/mentor
* sought opportunity to delay decision
* sought opportunity to provide provisional answer pending confirmation
* documented situation and decision for review with supervisor when became available
* other

# Inter-Sectoral Collaboration

Version 1:

*The pursuit of healthy public policies frequently requires collaborating with a range of stakeholders from different sectors. Describe a public policy issue that you have been involved with and how you engaged or mobilized other stakeholders to pursue policy change.*

Version 2:

*The pursuit of healthy public policies frequently requires collaborating with a range of stakeholders from different sectors. How would you engage or mobilize other stakeholders to pursue policy change for [insert policy issue].*

Marking scheme:

Possible options for the policy issue for version 2 above include:

* A public policy issue that your organization has recently addressed
* Tanning bed bylaw
* Menu labelling bylaw
* Official plan amendment (land use planning policy)
* Policy to include health criteria in environmental assessments
* Food and physical activity policy for child care facilities.

Responses - Looking for 6 elements:

* relevant example
* relevant range of stakeholders
* relationship development/ build trust
* stakeholder analysis (e.g., power, interest, attitude)
* situational assessment (environmental scan; SWOT analysis)
* identified policy objective
* obtain buy-in
* identified approach and roles for public health and other stakeholders
* identified opportunities to reward stakeholder involvement
* other