

# Seward County Community College

## Search Committee Guidelines

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Seward County Community College  
1801 N Kansas Ave  
PO Box 1137  
Liberal KS 67905-1137  
620-624-1951  
[www.sccc.edu](http://www.sccc.edu)

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## Screening Committee Guidelines

To ensure all applicants are treated in a fair and equitable manner, any information discussed or obtained during the hiring process needs to remain confidential to the Screening Committee, Board of Trustees, and Administration throughout the process and after the process is completed.

Such confidential information includes, but is not limited to the following:

- Names of applicants
- Background information of applicants
- Information regarding applicant scores, ranking or interview performance
- Statements made by screening committee members within or outside the confines of a screening committee meeting
- Any information regarding interview questions (unless pre-approved by the screening committee for release to applicants)
- Personal, unsubstantiated statements cannot be disclosed.

**Hiring Authority** - The designation of "Hiring Authority" is limited to the Board of Trustees and President. (The Hiring Authority may designate another individual to provide screening committee organization and leadership.) Only the Board of Trustees and President may offer employment from the recommendation of the Screening Committee. The Hiring Authority (or designee) provides leadership, ensures that the committee understands the job requirements and accepts committee input in good faith. The Board of Trustees or the President is accountable for the final selection.

**Committee Chair** - The Chair provides management of the screening process. Management includes coordination and facilitation of meetings, liaison with Human Resources (HR), expediting the screening process, assisting to ensure fairness and equity of treatment of all candidates, and ensures confidentiality of all communications and information concerning the candidates. Chair also assumes the role and responsibilities of a member.

**Member** - Members of the Screening Committee provide applicant evaluation input, attend meetings, maintain confidentiality about information on the candidates and work as a cooperative team to achieve consensus of decisions.

**Human Resources** - Human Resources is available to provide guidelines, forms, and applicant materials.

### **Committee Meetings**

First meeting includes the Hiring Authority, committee Chair, committee members and HR director. The purpose of this meeting will be to instruct the committee members in how the Screening Committee process will be carried out as well as provide information about the position itself.

Accomplishments may include:

1. Agreed upon meeting times and dates
2. Action plan for applicant "Paper Review"
3. Action plan for interview questions
4. Development of the schedule for interviews

Applicant Paper Review Form must be received before applications can be released.

## **Preparation for the “Paper Review”**

The Screening Committee uses a “paper review” to screen the qualified applicant pool to a smaller number of candidates to be interviewed by the Screening Committee.

“Paper Reviews” vary greatly in terms of their content because they are dependent on the Job Description and the Job Posting. The focus is on job requirements and essential duties and responsibilities as noted.

The committee should choose all those factors from the Job Description and the Job Posting that are recognizable or identifiable either in the resume, vita, application, or any additional paperwork provided to HR during the application process. This normally includes education, years of experience, specific types of experience, special training certifications, licenses, and other elements of knowledge or skill that relate to tangible duties and responsibilities the position will be expected to perform.

An objective analysis of data present in the application paperwork is required. This necessitates keen judgment and understanding of what is required to be successful in the position.

Because the potential of complexities of “paper review” analysis, it is required that a quantitative point system is utilized. A list of position requirements, position duties and responsibilities from the job description and job posting should be developed. Each factor will be given points for standard screening requirements. A simple weighting system may be used by the committee. Weighting should be based on the importance or value of the evaluation factor in the overall rating/scoring.

## **Applicant Paper Review Evaluation**

The Screening Committee has the latitude to develop its own unique paper screening approach or it may use one of the suggested samples. The key to a successful approach is to define and agree upon the job requirements from the job description and job posting.

The paper review samples may be modified to meet specific needs. Each of these takes a little different approach but results in a total number of points which is used to determine who among the candidates will go on to the interview step. Based on the number of committee members, each applicant will receive a number of paper review rating total scores. These scores would be added and a final grand total will emerge for each applicant. Scores will be recorded on the Scoring Sheet for Paper Review. Applicants with the highest grand totals will be the ones to move to the next step in the selection process. Should there not be a natural cut-off in the grand total, the committee should use consensus discussion to decide which applicants will move to the interviewing stage.

The most important aspects with regard to paper reviews are:

- Thorough analysis and understanding of the Job Description and Job Posting
- Agreement among committee members about job requirements
- Selection of a rating form that suits the requirements of the job selection process
- Each committee member gives the evaluation task the necessary time and attention to achieve as accurate rating as possible with the information provided by the candidate.

After completion of the paper review the Committee Chair should meet with HR Director for a complete review of all processes for compliance with procedures prior to sending out the referral list to the Hiring Authority. Above all, evaluations must remain “Confidential” within the committee. All rating forms must be turned in to the Committee Chair for inclusion in the working documents that are retained by HR as a record of results.

## Paper Review Results

For each applicant, results of the paper review are recorded by the Chair on a referral list. The list should consist of applicant's name and submitted to the Hiring Authority.

It is common courtesy and good public relations to write a letter to those applicants who did not make it into the interview process. The Committee Chair is responsible for notifying HR to process letters to these individuals prior to interviews.

## Checking References

Past behavior is often the best predictor of future performance. Reference checking is one of the most effective methods of assessing past behavior. Structured reference checking should be regarded as an integral part of the screening process and not seen as an "add-on". It must be done for all candidates the screening committee has referred for interviews.

The Chair usually conducts the references checks. However, if several references are needed it may be appropriate to divide them amongst selection committee members.

Structured reference checks can take different formats. Two reference form samples are available for use and as guidelines for the committee to develop their own. Each reference must be asked the same questions for each applicant.

The information gathered during the reference check is confidential. Forms will be sent to HR and retained as record of results.

## Development of Interview Questions

The Committee Chair is responsible for setting up the interview with the applicants and the interview committee.

The task at hand is to decide on a uniform set of interview questions. Interview questions must focus exclusively on the applicant's professional and technical ability or knowledge to perform the particular job for which the candidate has applied. The responses will be used as the basis for the selection of "finalists" who are recommended to the Hiring Authority. *The Committee Chair will begin the interview with an introduction of the committee members. The Chair should, after a general overview of the candidate's application, begin the interview by asking job related questions about the candidate's employment history. Follow-up questions from other committee members are permissible making sure all gaps in employment history are explained. **Before interviews are conducted, Human Resources must review all questions for EEO compliance and approval.***

A set of common questions should be used in a selection interview. The committee may consider these and other questions relative to the Job Description. Generally, a list of about 10 to 12 questions will serve to appropriately cover most positions. This number of questions will probably take the average candidate 45 to 60 minutes to answer. The committee should ask itself: "What 10 to 12 questions should be used to determine who among the successful paper review candidates are best?" All questions must relate to the Job Description and what it will take to be successful in the position. The committee should use consensus decision making to agree on what the questions will be used.

**Questions to be avoided would be those that refer to any of the protected classes. These include: race, color, religion, national origin, gender, age or disability. In addition, questions which may be deemed personal in nature (e.g. information regarding spouse, children, hobbies, tastes, etc.) must be avoided. Such questions would invalidate the work of the committee.**

The key to good interviewing is to ask questions which cannot be answered with a yes/no or

simple fact. Good interview questions elicit an answer that is “full” of content and useful information. It is very important to construct questions that pertain to producing successful results of the job. **Keep in mind that all interview questions must be objective, job related, and consistently applied to all interviewees.**

“Follow up” questions are appropriate as long as the “follow up” questions are job related. Depending on the job—writing samples, teaching presentation, solving specific problems and other “real world” samples that pertain to the job may also be relevant.

### **Applicant Interview Evaluation**

As with paper screening, it is necessary to have some sort of rating procedure for committee members to use for the interview results. Sample forms show two examples: one a weighted approach and one a non-weighted. Both approaches require the rating of a list of questions asked to the candidates or evaluation statements about the candidates. In each case, each committee member would generate a total interview score for each interviewee.

It is important that all questions be asked of each candidate in a relatively consistent manner. Committee members may decide who will ask which questions to various candidates. It is most appropriate to re-ask the question or probe more or clarifying information if needed.

In addition to actual questions asked of the applicants, observations about candidates made during the interview may be evaluated. These observations must be job related as specified in the Job Description. The interview may be considered a “sample of behavior” and these samples (if job related) may be evaluated just as responses to specific questions are. For example: If “oral communication skills” is one of the important qualifications for success in the job, then this factor may be evaluated based on results in the interview. (Any sample of behavior demonstrated during the interview may be considered as a criterion of evaluation, however it must be job related and would normally be stated in the job description.)

The Interview Rating Form samples show a space for “Interview Observation” statements. Just as is the case with actual questions to be asked in the interview, these observations need to be agreed to by the Screening Committee prior to the interviews. Rating results are calculated into the total evaluation scores along with ratings on the questions answered.

Based on the number of committee members, each interviewee will receive a number of paper review rating total scores. These scores would be added and a final grand total will emerge for each interviewee. Scores will be recorded on the Scoring Sheet for Interview.

### **Interview Results**

The total scores will help define the finalist(s). Results of the interviews are recorded by the Chair on a referral list. This list should consist of applicant’s name and submitted to the Hiring Authority.

### **Finalization of Process**

After Hiring Authority has made final decision, the Chair will personally notify the interviewees of their standing and have HR send thank you letters to interviewees/applicants after the board meeting, if applicable. All forms, applicant documents, etc from the screening process will be forwarded onto HR for disposal or retained as a record of results.

## Applicant Paper Review ( non-weighted)

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

Evaluation for: \_\_\_\_\_  
Applicant's Name

Evaluator: \_\_\_\_\_

Use the score shown to rate the credentials of each of the candidates.

1-clearly present

-1-not present

0-unable to rate

### ***Required Qualifications:***

\_\_\_\_\_ 1. \_\_\_\_\_ degree in \_\_\_\_\_

\_\_\_\_\_ 2. Previous teaching experience

\_\_\_\_\_ 3. Community College or Secondary Education

### ***Preferred and/or Desired Qualifications/Skills:***

\_\_\_\_\_ 4. Knowledge and skills:  
a. \_\_\_\_\_

\_\_\_\_\_ b. \_\_\_\_\_

\_\_\_\_\_ c. \_\_\_\_\_

\_\_\_\_\_ d. \_\_\_\_\_

\_\_\_\_\_ Total Points



## Applicant Paper Review (weighted)

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

Evaluation for: \_\_\_\_\_  
 Applicant's Name

Evaluator: \_\_\_\_\_

Use the score shown to rate the factors of each of the candidates.  
 1=Poor match with job requirements  
 2=Some match  
 3=Better than average match  
 4=Very good match  
 5=Excellent match

**Job Requirements:**

**Weight Rating Total Points**

1. Master's degree in Biology or related field Degree in _____	_____	x	_____	=	_____
2. Previous teaching experience	_____	x	_____	=	_____
3. Community College or Secondary Education	_____	x	_____	=	_____
4. _____	_____	x	_____	=	_____
5. _____	_____	x	_____	=	_____
6. _____	_____	x	_____	=	_____
7. _____	_____	x	_____	=	_____
8. _____	_____	x	_____	=	_____
9. _____	_____	x	_____	=	_____
10. _____	_____	x	_____	=	_____
	100%				
				Total Points:	_____

Comments:

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**Scoring Sheet for Paper Review**  
To Be Completed By the Screening Committee Chair

Please List the Screening Committee Members Initials in the SCM Boxes

	Name of Applicant	SCM	SCM	SCM	SCM	SCM	SCM	SCM	Totals
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									

# Scoring Sheet for Paper Review

To Be Completed By the Screening Committee Chair

Please List the Screening Committee Members Initials in the SCM Boxes

	Name of Applicant	SCM	SCM	SCM	SCM	SCM	SCM	SCM	Totals
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27									
28									
29									
30									

## SCREENING COMMITTEE REFERRAL LIST AFTER PAPER REVIEW

Position Title \_\_\_\_\_

The following individuals in alphabetical order are being recommended to the Hiring Authority based on the paper review.

---

Applicant Selected \_\_\_\_\_  
Name

---

Applicant Selected \_\_\_\_\_  
Name

---

Applicant Selected \_\_\_\_\_  
Name

---

Applicant Selected \_\_\_\_\_  
Name

---

Applicant Selected \_\_\_\_\_  
Name

---

Seward County Community College  
Employment Reference Check

Name of Applicant: \_\_\_\_\_ Date: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Contact Title: \_\_\_\_\_

Company: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Question	Response
<i>What were the beginning and ending employment dates for this individual?</i>	
<i>What was this individual's beginning and ending salary?</i>	
<i>What positions did the individual hold?</i>	
<i>Did this individual earn promotions?</i>	
<i>What were the individual's most recent job duties?</i>	
<i>Why did the individual leave?</i>	
<i>Is there any reason why your company would not rehire this individual?</i>	
<i>Would you recommend this individual for a position at another company? Why or Why not?</i>	
<i>How did this individual's performance compare to other employees with similar job duties?</i>	
<i>In your opinion, what are the individual's strengths? Weaknesses?</i>	
<i>Did this individual get along well with management and peers?</i>	
<i>Was this individual a team player</i>	
<i>Was this individual a motivated self-starter?</i>	

<i>Did any personal problems affect this individual's work performance?</i>	
<i>Do you think this individual will perform well as a {job tile}?</i>	
<i>What kind of job is best suited for this individual's abilities?</i>	
<i>How would you describe the individual's overall performance?</i>	
<i>Is there anything of significance you'd like to add?</i>	
<b>Additional Questions for Management positions?</b>	
<i>How would you describe the individual's leadership?</i>	
<i>Does the individual communicate well orally and in writing?</i>	
<i>How do you rate the individual's ability to plan short-term? Long-term?</i>	
<i>Did the individual make sound and timely decisions?</i>	
<i>Did the individual get along well with management, subordinates and peers?</i>	
<i>Did the individual plan, administer and make good budget decisions?</i>	
<i>How would you describe the individual's technical skills?</i>	
<i>Did the individual demonstrate honesty and integrity?</i>	
<i>How well did the individual manage crisis, pressure or stress?</i>	
<i>Describe the individual's ability to attract and counsel top talent?</i>	

Information obtained by: \_\_\_\_\_ Title: \_\_\_\_\_

Sample 2

SEWARD COUNTY COMMUNITY COLLEGE

# EMPLOYMENT REFERENCE CHECK

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Name of Candidate \_\_\_\_\_

Dates of Employment: \_\_\_\_\_ Position Held \_\_\_\_\_

Date of Contact: \_\_\_\_\_ Salary: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Contact Title: \_\_\_\_\_

Company Name: \_\_\_\_\_ Telephone Number \_\_\_\_\_

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Punctual for work?	YES	NO	Good attendance record?	YES	NO
Cooperative?	YES	NO	Shows initiative?	YES	NO
Quality of work?		Excellent	Good	Mediocre	Poor
Working with others?		Excellent	Good	Mediocre	Poor
Eligible for rehire?	YES	NO*	Recommend for this position?	YES	NO*

\*If not, why not? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Additional comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Information obtained by: \_\_\_\_\_ Title \_\_\_\_\_

SAMPLE INTERVIEW QUESTIONS

## General Interviewing Questions

### **Career Goals**

1. If you were hired, where do you see yourself five years from today?

### **Stress**

1. Give me an example of what an organization/ management should do to cushion or prevent the effects of stress from a job.
2. How would you handle the need to juggle priorities or projects?

### **Motivation**

1. What should a manager do to motivate others? Why does it sometimes fail?
2. What is your definition of success? How do you know if a project is successful?

### **Goal Orientation**

1. Do you think Management by Objective works? How do you adjust to working under a goal setting program?
2. How do you/or how should your supervisor monitor the progress of assignments and projects?

### **Attendance/Punctuality**

1. When do you feel it is necessary to work overtime?
2. What would your last supervisor or manager say about your attendance and punctuality? How many times would he/she say you were absent or late this year?
3. Are there any reasons why you cannot work regular hours?

### **Creativity and Innovation**

1. Which have you preferred to work with — a set, planned day, or a day you can create for yourself? Why?

### **Problem Solving/Analytical Skills**

1. How do you go about setting priorities for your time?
2. What information or technical support has helped you succeed on the job?
3. What process do you follow in solving problems?
4. What methods do you use to make decisions? Please give me an example of your approach?
5. In your last job what kinds of decisions did you have authority over? Describe the degree of authority you had over these decisions.

### **Ability to Learn**

1. How do you keep up with changes in technology (terminology, information) in your field?
2. What would you expect from us to get you oriented or trained in this position?

### **Dependability**

1. What do you consider the three most impressive tangible contributions an employee can make to his/her employer?
2. What do you think an employee owes his/her employer?
3. What are the three or four bottom line (most critical) ways an employer can measure success of an employee?

### **Organization, Attention to Detail and Times Usage**

1. How do you feel a meeting should be organized to be most effective?
2. Do you like to juggle a lot of activities at the same time or do one at a time?
3. How do you keep track of your own paperwork, schedule, etc.? Explain.
4. How do you decide what you should work on next?

5. How do you monitor tasks that require your attention?

### Interpersonal Communication Skills

1. What sorts of things do you feel are important for an employee to share with a manager? And vice versa?
2. What kind of performance feedback do you feel is important for an employee to receive?
3. How do you persuade others to get what you want?
4. What role do you usually take in a group meeting or discussion? What are the advantages of that?
5. What does the "open door" policy mean to you? Do you think it works?

### Conflict

1. What should a manager do to minimize conflict at work? How much should he/she get involved in solving it?
2. How would you confront someone at work? Should it become necessary?
3. When (customers, vendors, co-workers, etc.) get angry with you, how do you usually react? How do you solve the problem?
4. What is the best way to handle problems and complaints that arise on the job?

### Cooperation

1. How do you get cooperation from co-workers, vendors, suppliers, customers, etc?
2. What problems do you feel are appropriate to bring to your manager?
3. Would you rather work on a team or on your own?
4. What do you require from a boss?

### Previous Employment

1. Tell me about your last position(s).
2. What were your major responsibilities in your previous position?
3. What type of software/equipment did you use in your last position?
4. Are you doing a good job in your present position? How do you know?
5. What do you expect your previous employers to say about you when we call them for references? Why?

## INTERVIEW QUESTIONS FOR MANAGEMENT AND SUPERVISORY POSITIONS

### Decision Making

1. At which point do you find it necessary to bring others into your decision-making process? Why?
2. Describe your approach to making decisions and solving problems. Why do you do it this way?
3. When you recommend something to management, what approach do you usually use?
4. How do you assemble relevant data to make your decisions? How do you know you have enough data?
5. How much leeway do you give your employees to make decisions? How do you still maintain control?

### Administration

1. What areas are within your sphere of responsibility in your current position? How do you make sure that you know what is happening (problems, changes, etc.)?
2. How do you make sure that your employees are accountable?
3. What operating systems do you use to monitor and maintain control of your area of accountability?
4. What do you typically do when you hear of a problem in your area? Explain?
5. How useful have you found written procedures and guidelines in helping you manage your area?
6. Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?

### Writing Skills

1. When you have to write letters, how do you usually get started?
2. How do you keep track of incoming and outgoing correspondence?
3. What do you think is important to a document? How do you document it?

4. What do you see as the difference in writing strategy for a report vs. memo vs. a letter?

## **Financial**

1. What responsibility do you have for budgeting? What budgeting method do you use?

## **Leadership**

1. How do you get your employees (or others) to follow you?
2. How do you use power or authority to get what you want done?
3. How do you delegate responsibility for an assignment? Who do you choose? What and how do you delegate, and what do you monitor and follow up?
4. How would you describe your management style?

## **Evaluating Performance**

1. What do you do to ensure objectivity when you evaluate the work of others?
2. What sort of performance standards have you held Employees to? Were they written?
3. How often do you evaluate your employees?
4. How do you get your employees involved in their own evaluation?
5. How do you evaluate your department's overall performance?
6. When you evaluate someone's performance verbally, what approach do you take?
7. How do you plan for performance improvements?
8. How do you measure performance in your area?

## **Employee Relations**

1. How do you go about developing the people you manage?
2. How do you help your employees become committed to a job or to the organization?
3. How do you deal with an "attitude" problem?
4. How often do you think it is necessary to meet with your employees?
5. How have you handled "complainers"?
6. How do you deal with an employee who needs to be disciplined? Explain your strategy.
7. What sort of employee training do you think is necessary to offer?
8. How would you handle a personnel situation, which might have a potential legal impact?
9. How do you develop trust and loyalty in your employee?

## **Planning**

1. How far in advance do you typically plan activities for yourself and your employees?
2. How do you assess priorities? How do you then assign them?

## **Organizational Relationships**

1. How would you deal with "politics" in a work place?
2. What would you describe as an effective staff meeting? Ineffective?
3. How do you typically get cooperation from someone in another department?
4. Have you had to make an oral presentation to other managers? Explain.

## **INTERVIEW QUESTIONS FOR FACULTY POSITIONS**

1. What is your teaching philosophy?
2. How do you define the educational philosophy of the community college and that of a four-year institution?
3. What can you bring to the department that is uniquely yours?
4. What kind of techniques have you found, to be effective?
5. Take us through an assignment.
6. Describe your grading criteria.
7. Please explain the composition of the student bodies you have taught.
8. Describe your relationship with (to) your students.

9. Tell us how you keep current in your field.
10. In the last year, what have you done to develop professionally?
11. What is your view of the relationship between faculty and administration?

## **INTERVIEW QUESTIONS FOR CLERICAL POSITIONS**

### **Assertiveness**

1. How would you handle a boss who gave you assignment without complete instructions?
2. How would you handle a situation where you found mistakes on an assignment someone else gave to you to type and/or process?
3. How do you minimize interruptions on the job?

### **Independence and Initiative**

1. How do you organize your typical workday?
2. How do you begin a complex work assignment?
3. What do you do when you have "down" time at work-those times when the work slows down? Please be specific.
4. What sort of direction do you want from a supervisor? Do you like detailed instructions, or would you rather just know the highlights? Do you want them in writing?

### **Business Writing/Editing**

1. How much rewriting do you usually do when working on someone's proposal/report?
2. When typing, what sorts of mistakes can you catch quickly and correct for the original writer?
3. When typing a document, which things do you feel comfortable changing without needing to check with the one who has assigned you the work? What do you feel is necessary to ask about before changing or rewriting?
4. What type of letters, memos, etc., can you set-up and write "from scratch"?
5. How much writing have you done from incomplete instructions or notes? Explain.
6. What formats or form letters have you had experience working with?

### **Handling Pressure**

1. How do you deal with tight deadlines?
2. How do you deal with people who have angered or frustrated you?
3. How would you handle a situation where someone is pressuring you for his or her work to be completed?

### **Prioritizing Work**

1. How do you prioritize your work? How well does this work?
2. If you have a situation where several people gave assignments-all due very quickly-how would you handle the problem?

### **Attention to Detail**

1. Do you prefer to see a project through from beginning to end, or just do a part of it?
2. Walk me through how you would set up and complete an (job specific) assignment. What are the most trouble spots you anticipate?
3. How do you rate yourself on a proofreading or correcting another person's work? How would your supervisor rate you?

### **Internal Relations**

1. What type of things should be kept confidential? How would you handle co-workers who ask too many questions regarding confidential information?
2. How would you handle a conflict situation with a co-worker?

## Applicant Interview Rating Form (non-weighted)

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

Evaluation for: \_\_\_\_\_  
Applicant's Name

Evaluator: \_\_\_\_\_

Use the following point rating scale to evaluate the candidate's answer to each of the questions listed below.

- 5=Excellent
- 4=Very Good
- 3=Good
- 2=OK
- 1=Insufficient

***Questions:***

***Rating***

- |     |       |
|-----|-------|
| 1.  | _____ |
| 2.  | _____ |
| 3.  | _____ |
| 4.  | _____ |
| 5.  | _____ |
| 6.  | _____ |
| 7.  | _____ |
| 8.  | _____ |
| 9.  | _____ |
| 10. | _____ |

***Interview observation statement(s):***

- |     |       |
|-----|-------|
| 11. | _____ |
| 12. | _____ |

Total Points \_\_\_\_\_

## Applicant Interview Rating Form (weighted)

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

Evaluation for: \_\_\_\_\_  
Applicant's Name

Evaluator: \_\_\_\_\_

Use the following point rating scale to evaluate the candidate's answer to each of the questions listed below.

Weights

- 3=Critical/vital for job success
- 2=Very important
- 1=Important

Ratings

- 5=Excellent
- 4=Very Good
- 3=Good
- 2=OK
- 1=Insufficient

**Questions:**

**Weight Rating Total Points**

1.	_____ x _____	=	_____
2.	_____ x _____	=	_____
3.	_____ x _____	=	_____
4.	_____ x _____	=	_____
5.	_____ x _____	=	_____
6.	_____ x _____	=	_____
7.	_____ x _____	=	_____
8.	_____ x _____	=	_____
9.	_____ x _____	=	_____
10.	_____ x _____	=	_____
 Interview observation statement(s):			
11.	_____ x _____	=	_____
12.	_____ x _____	=	_____
13.	_____ x _____	=	_____
	<b>Total Points</b>		_____

## Scoring Sheet for Interview

To Be Completed By the Screening Committee Chair

Please List the Screening Committee Members Initials in the SCM Boxes

	Name of Applicant	SCM	SCM	SCM	SCM	SCM	SCM	SCM	Totals
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									

## Scoring Sheet for Interview

To Be Completed By the Screening Committee Chair

Please List the Screening Committee Members Initials in the SCM Boxes

	Name of Applicant	SCM	SCM	SCM	SCM	SCM	SCM	SCM	Totals
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27									
28									
29									
30									

## SCREENING COMMITTEE REFERRAL LIST AFTER INTERVIEW

Position Title \_\_\_\_\_

The following individuals in order by ranking are being recommended to the Hiring Authority based on the interview.

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Applicant Selected \_\_\_\_\_  
Name

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Applicant Selected \_\_\_\_\_  
Name

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Applicant Selected \_\_\_\_\_  
Name

---

Applicant Selected \_\_\_\_\_  
Name

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Applicant Selected \_\_\_\_\_  
Name

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