



Search Committee Guidelines

Orientation to the Search Process

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INTRODUCTION

This Guide has been written to coincide with Tennessee Board of Regents (TBR) and Tennessee State University hiring policies and procedures. This Guide is supplemental to TSU recruiting and hiring policies and procedures and is not inclusive of all matters related to the hiring process. Any questions regarding the implementation of the guidance included herein should be directed to TSU's Office of Equity and Inclusion at 963-7435 and/or the Human Resources Office at 963-5281.

SEARCH COMMITTEE

Definition of Search Committee

The Search Committee is ideally composed of four to seven members whose primary purpose is to aid in the selection of the best candidate for a specific position. Committee members may be involved in any or all of the following areas related to recruitment: reviewing credentials of applicants; interviewing applicants, on the phone and/or in person; and checking references.

- Identify search committee members who bring expertise in the area being hired, who are from other interdisciplinary areas within the TSU community, and who can assess the level of skill required for the position. Seek individuals for the committee who have diverse backgrounds. It may be appropriate to ask individuals from outside TSU to serve on the search committee for diversity and expertise. **Please check with the Office of Equity and Inclusion (OEI) prior to seeking outside the TSU community.**
- Members should be professional and objective in judgment. They should be able to understand the role of the position in relation to the total organization.
- Members should be capable and efficient in the review process as well as available to attend the interview meetings.
- Members should not serve on search committees that create a potential conflict of interest, e.g., relative or best friend. *See, TSU Personnel Policy: Nepotism 6.23*
- All committees should be representative of our diverse population of employees and students.

Duties and Responsibilities of Committee Members

- Attend a Search Orientation session conducted by Office of Equity and Inclusion and Human Resources.
- Review and document credentials of applicants on the Applicant Evaluation Forms.
- Participate in all interviews and complete an Applicant Interview Rating Form for all candidates interviewed.
- Provide consultation and offer a variety of perspectives to assist in the final employment recommendation process.

SEARCH PROCESS

After the position has been advertised for the required length of time, HR will provide the search committee with access to PeopleAdmin for the purpose of reviewing application materials.

The Applicants

The applicants will be evaluated using the on-line applicant system. Any required documents, e.g., resume, transcripts, etc., must be attached to the application in order to be considered. It is important that the applicant complete all requested information.

The Criminal Offense section on the application may indicate whether or not an applicant has had a conviction. If so, the applicant must provide information on the conviction and the date of the conviction. A conviction doesn't automatically mean the person is disqualified for the position. The nature of the conviction, length of time since the conviction, relative nature of the conviction to the position, and any rehabilitation the person has done since the conviction will be considered. The applicant should be considered the same as all others, during the screening process. If the applicant scores high enough to receive an interview, consult with Human Resources for additional questions that may be asked during the interview to receive more information on the conviction.

Evaluation of the Applicants

Using the Applicant Evaluation Forms (see samples provided), the committee members evaluate the applicants based on the information provided in the applicant materials, e.g., application, resume, transcript, etc. **This evaluation should always include determining whether the candidate meets the minimum qualifications as listed in the job posting.** Each applicant must be evaluated equally. If the committee member doesn't want to interview the applicant, a Reason for Non-Selection should be listed. *Note: Forms should be completed in ink instead of pencil.*

Individual evaluations should not be discussed with other committee members until all members have completed their individual Evaluation Forms. Discussion prior to completion of the forms may interfere with the individual committee member's analysis. Committee members should not delay evaluating the candidates when he/she receives the information because this allows the process to move more swiftly, and thus, increases the chances of the committee securing the best candidates for interviews.

After each committee member has completed the Evaluation Forms, the committee should meet to decide on candidates to be interviewed. Candidates are usually chosen by group consensus, although this is not mandatory. The number of candidates to be interviewed depends on the size of the qualified applicant pool; however, enough candidates should be selected in the event that candidates decline interviews, accept other jobs or remove themselves from consideration. During this meeting the committee should also determine the questions to be asked during the interview process and complete the Interview Evaluation Form.

Once candidates are chosen for interview, the committee chair or designee should use the PeopleAdmin system to designate candidates for interview for OEI approval. OEI will review the candidate list for diversity in race and gender. If the interview pool is not a diverse representation of the larger pool, OEI will contact the committee chair with recommendations for additional candidates to interview. If the position is a chair of a Center for Emphasis or Excellence, vice president, or any other

executive reporting to the president regardless of title, the TBR Certification of Search Pool for Upper Level Administrative Vacancies Form (A1) must also be submitted to TBR prior to scheduling interviews. The OEI will submit the A1 Form and supplemental documentation for TBR approval and will notify the Committee Chair once approval has been granted.

Once the pool is approved, the Committee Chair should also submit the list of interview questions (see sample questions), and an Interview Evaluation Form (see sample) to OEI for review. The Committee can choose from the sample interview questions, modify the questions, or develop their own questions. The questions must be job related and each candidate must be asked the same core questions. Additional follow up questions may be asked of candidates that would differ between candidates based on their responses to the core questions.

****NOTE**** It is common practice for committees to interview candidates by phone or Skype in order to determine who to invite to campus. This is perfectly acceptable. In these cases, interview candidates only need to be approved once- prior to beginning interviews- and not at each phase of the interview process. It is NOT recommended to conduct final interviews from which an offer will be made without meeting the candidate in person.

The Interview

Interviews should not be scheduled until the OEI office approves the candidates in PeopleAdmin. After approval is received, the search committee chair or designee will call candidates and schedule interviews. When a candidate is called, the chair should tell the candidate how many people are on the committee, how long the interview will last, where the candidate will be met, the day and time of the interview, where to park, and any special conditions or expectations, such as conducting a presentation or other requirement. If any part of the interview process involves telephone or internet interviews, the appropriate information such as telephone call in numbers or web addresses should be provided.

The search committee chair or designee will greet the candidate and escort him or her to the interview room where the interviews will be conducted. The search committee chair will introduce the committee members to the candidate. The search committee chair will explain the process to the candidate. The committee will use a structured interview process, asking the same questions of all candidates. The committee should avoid chitchat because of the possibility of discussing topics that may be perceived by the candidate as a means of getting non-job related information from the candidate. Such information could be discriminatory in nature.

At the end of the interview, the candidate should be given the opportunity to ask questions about the position. After all interviews have been conducted, the committee will discuss each interviewee's strengths and weaknesses and decide who the best candidate(s) are to recommend for the job.

Reference Checks

Following completion of interviews, the committee chair or designee will complete at least three Reference Checks for the chosen candidate(s). It is recommended these references are professional references that can speak to the individual's ability to perform the essential functions of the position. After completion of the reference check forms, the search chair will complete the recommendation memo and forward it to the hiring authority. All committee rating forms, including the Reference Check Forms, should be retained for record keeping purposes. Check with Human Resources for the length of time the records should be retained.

Note: Sometimes the Committee may wish to conduct reference checks after telephone interviews, but prior to conducting in-person interviews as a means to narrow the candidate pool. This is acceptable.

The hiring authority should then review the search committee's recommendation and decide which candidate to hire. This may include an additional round of interviews conducted by the hiring authority with the search committee's recommended candidate(s). **Prior to making an offer of employment, the hiring authority must contact HR to discuss salary, start date and other issues related to the hiring process.** The hiring manager should then complete the hiring proposal in the PeopleAdmin system and submit it through the approval process. Once the hiring proposal has been approved, the hiring authority is free to make an offer of employment.

The Committee Chair or designee must appropriately disposition the other applicants in the applicant tracking system, and notify the candidates interviewed but not selected of the outcome of the search.

Note: The search file should be kept in a private place and should not be shared with anyone outside of the Committee, either at present, or anytime in the future. All materials are confidential. Applicants may not want others to know about their application. In addition, you must not discuss the search process at any time, with anyone outside of OEI or HR, now or in the future.

Suggestions for the Search Committee Chair

Initial Applicant Screening

- Meet with the search committee as a whole to determine what will be included on the applicant screening form.
- The applicant screening form should include a means to rate applicants on minimum qualifications and preferred qualifications, if any.
- Candidates may only be evaluated on those criteria that are listed in the job description. It is inappropriate for the search committee to add additional criteria that were not a part of the advertised job description.

Interview Preparation

- Work with HR to ensure that committee members are granted access to candidate information in PeopleAdmin as soon as the job posting closes. Distribute application/resume screening forms to Committee.
- Meet with Committee to review application/resume screening forms and select an interview pool.
- Develop a list of behavior based interview questions designed to determine if the candidate possesses the knowledge, skills and abilities to perform the essential functions of the job as listed in the job description.
- Request Committee Members arrive 15 minutes before interviews begin.

During the Interview

- Open with a handshake and an introduction.
- Explain the structure of the interview.
- Explain to the candidate that you will be asking specific questions about knowledge, skills, abilities and experience related to the position.
- Encourage the candidate to take as much time as necessary to think about the question.
- Ask the candidate to describe work examples or situations where he/she used skills related to the job.
- Allow the candidate to do most of the talking.
- Tell the candidate about the department/TSU.

- Answer the candidate's questions about the job.
- Conclude the interview with an appreciation of his/her participation and with an indication of the next step and the time frame involved for completion of the process.
- Complete and sign the Interview Rating Form immediately following the interview.
- After completion of the search, return all interview materials to HR.

SAMPLE APPLICATION SCREENING FORM

****This form is filled in as an example. The forms should be modified to fit the specific position for which you are interviewing taking the criteria directly from the job announcement. However, the goal is to have standardized criteria by which everyone is evaluated. The search committee should work to develop the criteria on this form.****

INSTRUCTIONS: This form should be completed by all committee members. It is designed to assist the selection committee in objectively considering applicants for interview and documenting the selection decision. Criteria to be evaluated must be included in the job description.

Applicant's Name _____ Position _____

All evaluations must be in ink. Changes are permissible, but should be initialed and dated. Also, please provide comments to explain numerical ratings.

Please rate the applicant on each qualification using the following scale:

0= very weak; 1-3 = weak; 4-6 = average; 7-9 = strong; 10 = very strong

Minimum Qualifications

1. Education- Earned doctorate: Ph.D, DBA, Ed.D, JD

0 1 2 3 4 5 6 7 8 9 10 Total____

Comments:_____

2. Experience- Administrative experience as a Dean, VP or other upper-level administrative position

0 1 2 3 4 5 6 7 8 9 10 Total____

Comments:_____

3. Experience- Publications and Demonstrated Record of Research and Scholarship

0 1 2 3 4 5 6 7 8 9 10 Total____

Comments:_____

Continue until all minimum qualifications are listed

Other Relevant Factors

4. Academic Rank- Professor, Assoc. Professor, Asst. Professor, Instructor

0 1 2 3 4 5 6 7 8 9 10 Total____

Comments:_____

5. Experience with SAC Accreditation

0 1 2 3 4 5 6 7 8 9 10 Total ____

Comments: _____

6. Experience with Unit Accreditation

0 1 2 3 4 5 6 7 8 9 10 Total ____

Comments: _____

7. Understanding of Issues Specific to HBCUs

0 1 2 3 4 5 6 7 8 9 10 Total ____

Comments: _____

8. Understanding of Issues Specific to Land Grant Universities

0 1 2 3 4 5 6 7 8 9 10 Total ____

Comments: _____

Continue until all relevant factors are listed.

Subtotal for Minimum Qualifications _____

Subtotal for Other Relevant Factors _____

Grand Total _____

Evaluator's Signature _____ Date _____

SAMPLE REASONS FOR NON-SELECTION

To be used by each selection/advisory committee member to determine reasons for non-selection of candidates interviewed.

These are sample reasons, but not an exhaustive list. More than one reason may be appropriate. If a candidate was not selected for a different reason not listed, state the reason.

Candidate's Choice

- Accepted another position, withdrew.
- Candidate required higher salary than was authorized, withdrew.
- Failed to submit transcripts/letters, recommendations or other required material by deadline.
- Failed to respond to request for interview or did not show up for interview.

Degree/Certification/License

- Did not possess education/certification/license qualifications required.
- Qualified, but proposed applicant has more job related education.

Experience

- Area of specialization or qualification did not meet the needs of the position.
- Qualified, but proposed applicant has more job related experience.

Other

- Candidate had insufficient or inappropriate skill or experience.
- References were not positive or caused room for concern.
- Other (must provide job related reasons)_____.

PRE-EMPLOYMENT INQUIRY GUIDE

	Subject	Permissible Inquiries	Inquiries That Must be Avoided
1.	Name	“Have you worked for this company under a different name?” “Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable us to check on your work and educational record? If yes, explain.”	Inquires about the name that would indicate applicant’s lineage, ancestry, national origin, or descent. Inquiry into previous name of applicant where it has been changed by court order or otherwise.
2.	Marital and Family Status	NONE. You may ask only whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquires, made to males and females alike , as to duration of stay on job or anticipated absences.	Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.
3.	Age	If age is a legal requirement: “If hired, can you furnish proof of age?” or statement that hire is subject to verification of age.	Requirement that applicant state age or date of birth. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (The Age Discrimination in Employment Act of 1967 forbids discrimination against persons ages 40 and above.)
4.	Disabilities	All applicants can be asked whether they are able to carry out all essential functions of the job assignments and perform them in a safe manner.	The Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they are disabled or asking them about the nature and severity of their disabilities. Any employer must be prepared to prove that any physical and mental requirements for a job are due to “business necessity” and the safe performance of the job. Except in cases where undue hardship can be proven, employers must make “reasonable accommodations” for the physical and mental limitations of an employee or applicant. “Reasonable accommodation” includes alteration of duties, alteration of physical setting, and provision of aids.
5.	Gender	NONE. Exception: Inquiry as to gender or restriction of employment to one gender is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC.) The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.	Gender of applicant. Any other inquiry that would indicate gender. Gender is not a Bona Fide Occupational Qualification because a job involves physical labor (such as heavy lifting) beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled “men’s work” or “women’s work.” Gender cannot be used as a factor for determining whether an applicant will be satisfied in a particular job. Avoid questions concerning applicant’s height or weight unless you can prove they are necessary requirements for the job to be performed.

6.	Race or Color	NONE.	Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly indicating race or color.
7.	Address or duration of Residence	Applicant's address. Inquiry into place and length of current and previous addresses, e.g., "How long a resident of this state or city?"	Specific inquiry into foreign addresses that would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.
8.	Birthplace	"After employment (if employed by this institution), can you proof of eligibility to work in the U.S.?"	Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.
9.	Religion	NONE. An applicant may be advised concerning normal hours and days of work required by the job to avoid possible conflict with personal convictions.	Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any particular religious groups are required to work on their religious holidays. Any inquiry to indicate or identify religious denomination or customs.
10.	Military Record	Type of education and experience in service as it relates to a particular job.	Type of discharge.
11.	Photograph	Indicate that this may be required after hiring for identification.	Requirement that applicant affix a photograph to his or her application. Request that applicant, at his or her option, submit photograph. Requirement of photograph after interview but before hiring.
12.	Citizenship	"Is there anything that would prevent you from lawfully becoming employed in the U.S.?" Statement that, if hired, applicant may be required to submit proof of eligibility to work in the U.S.	"Of what country are you a citizen?" Whether applicant or his or her parents or spouse are naturalized or native-born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant's parents or spouse are citizens of the U.S.
13.	Ancestry or National Origin	NONE. Exception: Languages applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)	Inquiries into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.
14.	Education	Applicant's academic, vocational, or professional education: school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.	Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.
15.	Experience	Applicant's work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, salary history.	

16.	Conviction, Arrest, and Court Record	Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime).	Any inquiry relating to arrests. It is best to avoid this line of questioning until you can consult with HR or University Counsel.
17.	Relatives	Names of applicant's relatives already employed by this company. Names and addresses of parents or guardians of minor applicant.	Name or address of any relative of adult applicant, other than those employed by the company.
18.	Notice in Case of Emergency	Name and address of persons to be notified in case of accident or emergency.	
19.	Organizations	Inquiry into the organizations of which an applicant is a member provided the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. "List all professional organizations to which you belong. What offices are held?"	"List all organizations, clubs, societies, and lodges to which you belong." The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, or ancestry of the membership.
20.	References	"By whom were you referred for a position here?" Names of persons willing to provide professional and/or character references for applicant.	Require the submissions of a religious reference. Request reference from applicant's pastor.
21.	Miscellaneous	Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.	

Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color, ancestry, gender/pregnancy, age, religion, disability, or arrest and court record. Additionally, any inquiry designed to elicit information as to marital status, family planning, etc. is not appropriate.

SAMPLE INTERVIEW QUESTIONS

Below are sample interview questions that may be helpful in generating the questions for the search committee to ask of the candidates. This is not an exhaustive list and is provided as a resource only. **It is advisable that the committee/hiring authority closely review the job description and develop job behavior questions that will allow each applicant to be assessed against the same standards.** Interview questions must be job related.

Attendance/Punctuality

1. How would you describe your attendance and punctuality?

Career Motivation And Influence

2. What do you want out of your career in the short term? Long term?
3. Do you have professional goals? What are they? What is your plan to accomplish your career goals?

Communication Skills (Oral)

5. Describe a situation when there was a misunderstanding between yourself and a fellow coworker or supervisor. What caused the misunderstanding and how was it resolved?
6. How do you think an effective supervisor should communicate with his/her employees? What do you think are the requirements to communicate well with one's employees?
7. Describe a situation where you improved upon a communication problem within your department or organization. How was the problem identified? What did you do to resolve it?

Control And Follow-Up (For Exempt Positions)

8. What do you see as the most challenging management task?
9. Give an example of how you handled a situation where your guidelines were not being followed.
10. Tell me about a specific experience where you have delegated authority and/or responsibility and how it worked out.
11. Describe how you would handle an employee whose performance is satisfactory, but who you know has potential to do much better.

Cooperation

12. Give me an example of when you went the "extra mile" to cooperate with a difficult employee or situation.
13. Describe a time when you had to take the lead and motivate your work group to accomplish a specific task. What did you do to get cooperation?

Creativity And Innovation

14. What was the most creative thing you did in your last job? How did it happen?

Decision-Making

15. Tell me about two good decisions you've made and two poor decisions and your reasons for them. Why were they good or bad? What were your alternatives?
16. Do you prefer to take your time to think things through or do you usually make up your mind quickly?
17. Give me an example of a difficult decision you had to make, and the process you used to make it.
18. Give examples of which kinds of decisions you make quickly and ones you take more time on.

Delegation

19. What criteria do you use for delegating assignments?

Dependability

20. How do you determine whether or not you're doing a good job?

21. Please provide a specific example of when you had to overcome one or more obstacles in order to get the job done. What were the obstacles? How did you overcome them?

Flexibility

22. Do your subordinates influence your decision-making? How?

23. Describe the most pressure-filled situation you've been involved in recently and how you dealt with the situation.

24. Do you prefer a pre-established work plan (you provide input) or do you prefer a range of broad goals from which to select?

Goal Orientation

25. Regarding your work goals, how do you set them and how do you measure them?

26. What career goals have you set up for yourself and how do you plan to achieve them?

Initiative

27. Give me an example of projects for which you have volunteered. Why did you volunteer?

28. How do you demonstrate initiative in your job?

Interpersonal Skills

29. What procedure do you use to determine the major strengths and weaknesses of employees?

30. How would your subordinates and/or peers describe you?

31. What would you do if an employee was having personal problems that affected job performance?

Leadership

32. What is your basic leadership style and how do you practice it?

33. What was the greatest accomplishment that displayed your quality of leadership?

Learning Ability

34. How do you keep up with technological changes in your field?

Organizing And Planning

35. What steps do you take to make sure your priority projects are accomplished?

36. What steps do you take in determining what constitutes top priorities in your job performance?

Perceptive And Analytical Ability

37. Describe the most difficult problem you have been faced with in the last six months. What did you do to resolve the situation?

Self-Insight

38. What are your major strengths and weaknesses?

39. Do you prefer to work a day that is set or planned, or do you prefer to address tasks as they come along? Why?

40. Why should we hire you? What makes you a better choice over all our other applicants?
41. Name the three most important contributions you've made to your company.

Customer Service

42. Tell me about a time when your personally, through extra effort on your own, ensured that a customer's needs were satisfied.

Stress

43. What has been your most stressful job situation? What was the outcome?
44. Describe something that has made you angry or irritated at work. How did you handle the situation?

Training And Education

45. What training/education, other than high school or college, have you had that has assisted you in your career?

Work History

46. What are some dissatisfying job experiences you've had? What are some satisfying job experiences you've had?
47. What have you learned at previous jobs that will help you succeed in the position for which you are applying?

Illustrative Interview Questions That May Be Asked

1. Tell me about your work history.
2. How did you get the job(s)?
3. What kind of work did you do?
4. How did you like it?
5. What did you particularly like about it?
6. What did you dislike about it?
7. Was it interesting?
8. Was it routine?
9. What did you think of your prior supervisor(s)?
10. Did you get along with your supervisor(s)?
11. What kind of person(s) was/were your prior supervisor(s)?
12. What kind of supervisor do you like to work for?
13. What did you find disappointing or frustrating in your work?
14. What criticism was made of your work?
15. To what do you attribute the criticism?
16. What do you consider to be your chief accomplishment in your present (previous) job(s)?
17. What is most important to you in a job?
18. If you could have made changes in your previous jobs, what would you have done?
19. How were employee problems and complaints solved at your prior jobs?
20. Did you think it was a good procedure?
21. How would you like employee problems handled if you were employed by this Company?
22. What were your wages at your prior job?
23. How frequently were increases given; what were they based upon -- merit, productivity or something else?
24. Were you ever promoted in prior jobs?
25. On what basis were you promoted -- length of service or merit?
26. What benefits did you have at your prior company?
27. Why did you leave your prior job(s)? (get full explanation)

28. What kind of references would you receive from your former employers?
29. What kind of job duties are you interested in at this Company?
30. What in your background particularly qualifies you to do this job?
31. What hour (or days) are you available to work, or unavailable?
32. How do you feel about travel (or relocating) (if applicable)?
33. What prompted your decision to apply for this job?
34. What kind of job duties are you interested in?
35. What position would you like to hold several years from now?
36. Do you believe you will be qualified for that position? Why?
37. What reputation do you think you have as an employee?
38. What reputation would you like to have?
39. Why did you select this type of career?
40. What do you believe to be your strong points as a person?
41. What do you believe to be your weak points?
42. What qualities do you admire in other people?
43. What irritates or displeases you most in other people?

****Remember, these questions should be modified to fit the specific job for which you are interviewing.****

SAMPLE CANDIDATE INTERVIEW RATING FORM

Candidate _____ Position _____

Interviewer Signature _____ Date _____

INSERT QUESTION 1 HERE

RESPONSE: 4 Excellent 3 Good 2 Average 1 Poor

COMMENTS _____

INSERT QUESTION 2 HERE

RESPONSE: 4 Excellent 3 Good 2 Average 1 Poor

COMMENTS _____

INSERT QUESTION 3 HERE

RESPONSE: 4 Excellent 3 Good 2 Average 1 Poor

COMMENTS _____

INSERT QUESTION 4 HERE

RESPONSE: 4 Excellent 3 Good 2 Average 1 Poor

COMMENTS _____

Repeat as needed.

Total Score: _____

STRENGTHS/WEAKNESSES _____

Recommend for Hire Yes No

If no, reason for non-selection _____

Telephone Reference Check Form

Candidate Name: _____ Date: _____
Last, First, M.I.

Position Applied For: _____

Reference Checked By: _____

Name of Reference: _____

Title: _____

Phone: _____

Company: _____

Address: _____
City State ZIP Code

Was the candidate an employee at your organization? YES ____ NO ____

When?

START DATE: _____ END DATE: _____

What was the candidate's position on the last day of employment?

What were the candidate's job responsibilities?

Did the candidate hold any other positions at your organization?

What are the candidate's strengths & weaknesses?

How would you describe the candidate's quantity and quality of work?

How would you characterize the candidate's problem-solving skills?

How do you characterize the candidate's technical/computer skills?

Did the candidate work on multiple projects at once? If so, how did he/she handle prioritization?

How would you describe the candidate's relationships with coworkers, subordinates (if applicable), and with superiors?

What was the candidate's reason for leaving your employ?

Would you rehire this candidate? YES ____ NO _____

Is there anything else you would like to add?

Thank you for your time and assistance.

Signature

Date

****Do not be surprised or alarmed if the reference does not provide more than a verification of employment, dates of employment and position title. This is often all the information that you will get.****