

Mount St. Mary's University

Guidelines and Procedures for Recruitment and Hiring Practices



Professional Recruitment Policy

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The information and material contained in this reference manual will familiarize you with University employment policies and legal requirements in the hiring and employment process

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Mount St. Mary's University is committed to employ the best qualified candidates for approved positions while engaging in recruitment and selection practices that are in compliance with all applicable employment laws. It is the policy of the Mount to provide equal employment opportunity for all applicants and employees.

Policy Statement on Equal Employment

It is the policy of the University to be an equal opportunity employer. In keeping with this policy, the University will continue to recruit, hire, train, and promote into all job levels the most qualified persons without regard to race, color, national origin, age, religion, sex, or disability. Similarly, the University will continue to administer all other personnel matters (such as compensation, benefits, transfer, layoffs, training, education, tuition assistance, and social and recreational programs) in accordance with its University's policy. The University bases employment decisions on objective standards as much as possible in the furtherance of equal employment opportunity.

— Hiring Process – An Overview —

STEP 1 – Position Analysis

1. The department head and the divisional vice president should determine the need for the position to be filled.
 2. They should consider what developments in society, higher education, or within the position's special area prompt different ways of thinking about the position.
 3. Upon reviewing the composition of the employee base as a whole, they may determine the need to bring forward minority and women candidates.
 4. They should also consider the background and abilities needed to fulfill the requirements for the position.
 5. An analysis of the past five years' experience with this position should determine whether the objectives can be met.
 6. Review and update current job description.
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STEP 2 – Personnel Requisition

An approved personnel requisition is required to initiate any action for an open position including any recruitment efforts, advertising, interviewing, and offers of employment.

Personnel requisitions must be obtained from the Department of Human Resources with a position number completed to fill an open position. For Staff/Administrator, requisitions must be initiated and completed by the Department Head/Supervisor, then forwarded to the Director of Human Resources for the other required signatures. For faculty positions, the personnel requisition will be initiated and completed by the Department Chair who will then forward to the Vice President of Academic Affairs; it will be forwarded to the Department of Human Resources. Click here to access [Personnel Requisition form](#). **No searches or offers will commence until all approvals have been received.**

STEP 3 – Establishing A Search Committee

A search committee should be established for all faculty and executive level positions. Select manager and administrator positions may also incorporate the use of a search committee.

1. A Search Chair will be chosen by the appointing VP or President. Together, they then select a search committee.
2. The search committee should be composed of at least five members and no more than nine. The committee may include one student representative, if deemed appropriate by the respective Vice President, as well as one member of the search department.
3. Individuals on the search committee should possess good judgment, personal integrity, and independence of view.
4. Committee members should receive, prior to their first meeting, a formal, written "charge to the committee," a memorandum setting forth the institution's expectations for the position, and the search committee's role in filling it. Once Department of Human Resources receives notification of Search Chair, it will send the following packet:
 - A) Search Procedures
 - B) Benefits Outline
 - C) Recruitment Packet
 - D) Contract Request Form
5. The committee should follow the specific guidelines concerning regulations, requirements, record keeping, budget restraints, staff assistance, confidentiality, and communications, under the direction of the Department of Human Resources.

Note: The search committee's purpose is recommending and recruiting talent. It is the President, not the search committee, who makes the final appointment.

STEP 4 – Recruitment Process

1. No position will be advertised until a completed personnel requisition is received by the Department of Human Resources.
2. All positions until otherwise noted will be posted on www.msmary.edu/jobs. Selected positions will be forwarded to the community by email.
3. The Search Chair/Department Head may submit a draft of the Ad to the Director of Human Resources.
4. An official University ad template has been established for your use (see APPENDIX A).
5. The Department of Human Resources will be responsible for placement of all employment ads including the positions posted on the Mount St. Mary's University web site.

The recommended position announcement for all positions must include a non-discrimination statement and be approved by the divisional Vice President and Director of Human Resources.

Suggested Media for Advertising:

1. Chronicle of Higher Education
2. Local newspapers
3. Selected professional journals
4. **A maximum of \$700 for advertising will be spent on each search**

An ad will be posted on HigherEdJobs.com, National Minority Faculty Identification Program (faculty positions only), CatholicJobs.com, and internally in accordance with established University policy to include our web links. **Efforts should be made to target advertising to women, minorities, and individuals with disabilities.** All advertising must be coordinated with the Director of Human Resources.

Applicant materials will be received by the search chair/department head or as designated through the Department of Human Resources. A log of all applicants must be maintained by the search department. **All search applications/resumes are to be returned to Department of Human Resources following the completion of the search. An EEO Data Form will be mailed to each applicant by the search department to acknowledge receipt of their application as well as to collect specific data for diversity analysis. The completed forms are returned by the applicant to the Department of Human Resources and will remain separate from the candidate's application and are not available to the hiring manager or others involved in the search.**

6. Screening Applicants:
 - It should be decided whether resumes should be screened -- or whether a review of all resumes received for the position should be made. (Appendix B)
 - When conducting Pre-Interview Screening Calls, determine who will make screening phone calls and what questions will be asked. Be prepared with some detail on the position. (Appendix C)

STEP 5 - Interview Process

Select and prepare a list of three candidates for onsite interviews (**For VPs or other senior administrative positions, the President will review the list before the candidates are invited to campus.**)

1. Normally, no fewer than three (3) candidates will be interviewed for an opening. (At least one female and/or minority candidate should be interviewed.)
2. Ensure candidates brought to campus have appropriate documentation to substantiate their eligibility for employment in the U.S.

All non-resident aliens must possess an H-1 visa valid for the entire term of their contract. An H-1 temporary worker visa is available to an alien coming temporarily into the U.S. to perform services in a specialty occupation – a PH.D, must be in hand.

Assuming that the University and the non-resident alien anticipate that it will be necessary and desirable for the alien to become a permanent resident of the U.S., an application to obtain permanent immigrant status (green card) must be filed by the alien within one year of employment at Mount St. Mary's University.

The University may assist in the application process to obtain an extension of the H-1 temporary visa or the permanent immigrant status provided:

- 1) the alien is an employee in good standing; and
 - 2) all attorney expenses resulting from the application process are paid for by the alien.
3. Prepare for the interview prior to bring candidate onsite for an interview. (Appendix E)
 4. Send a Mount Information Packet in advance of the interview. (Appendix F)
 5. Faculty candidates must have an approved Request for Travel Authorization form for travel expenses and signed by a Dean prior to the onsite campus interview.
 6. Arrangements for lodging, transportation, etc. are to be made in accordance with official University [Travel Policy guidelines](#).
 7. Department Head/Vice President should decide who will interview the candidates. The interview process should be consistent for each candidate for the search. (Appendix G)
 8. All candidates that are brought to campus for an onsite interview must complete an employment application. Click here for [Policy and Application](#).
 9. When deemed appropriate by the respective Vice President, students should have an opportunity to meet with and provide feedback to the search committee on candidates. (Attached)
 10. **The President will meet with each candidate for a senior administrative or executive position. Whenever practical, the President will meet with each candidate for a faculty position.**
 11. Interview Questions/Evaluations (Appendix H)

STEP 6 - Interview Results

1. The search committee or hiring authority will present a recommendation for hiring to their Vice President. A record of the search process and the basis for the decision must be submitted in writing. Only the strengths and weaknesses of each candidate should be listed. No one other than the hiring authority should be notified of the recommendations.
2. The successful candidates must have references checked and documented. (Appendix D)
3. Complete and return to the Department of Human Resources the Applicant Interview Log for each candidate that was interviewed. This must be maintained on file in the Department of Human Resources. (Appendix I)
4. The President can accept the recommendations, decide to interview further or not at all, choose from the candidate list, or reject the recommendations in favor of a reopened search.

STEP 7 - Search Conclusion

1. Prior to the offer of appointment, the divisional vice president may discuss and recommend a set of understandings that encompasses at least the following:
 - a) title
 - b) salary, fringe benefits, moving expense, etc.
 - c) start and length of term
 - d) reporting and supervisory responsibilities
 - e) academic, social or other expectations and
 - f) criteria for performance evaluation, including conditions of termination
2. Once the negotiations have been completed, the Contract Request Form is routed as follows:
 - Step 1: From Search Chair/Dept Head
 - Step 2: to Division Head
 - Step 3: to Department of Human ResourcesAll offers are subject to approval by the President/Executive Vice President.
3. A Background Screening, Social Security and Degree Verification procedures are to be completed (see Policy).
4. **A formal offer of appointment will be transmitted in writing to the top candidate by the President which will include an employment contract.**
5. A "Welcome" letter and necessary payroll forms (federal and state tax forms, I-9 verification, etc.) will be sent by email to the new employee **upon receipt of the signed employment contract.**
6. Letters of regret will be mailed by the search department to all applicants once the final

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- candidate has accepted the offer of employment.
7. All resumes, letters of application, etc., must be returned to the Department of Human Resources once the search is concluded.
 8. The University may provide a nominal reimbursement for moving expenses ranging from \$500 to \$1,500 per household. Any and all offers to cover expenses must be approved by the divisional Vice President and the Department of Human Resources.
 9. The Department of Communications should determine whether an external announcement will be made in conjunction with the internal announcement.
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APPENDIX A



Mount St. Mary's University is the second oldest Catholic university in America. Located on 1,400 acres, just outside of Baltimore and Washington, D.C., the Mount offers a rigorous liberal arts education featuring a nationally recognized core curriculum and outstanding faculty with a 14:1 student to teacher ratio. The 2100-student comprehensive university is a vibrant academic community where the words *Faith, Discovery, Leadership* and *Community* are used to describe its collective calling and promise. Additional information about Mount St. Mary's University is available online at www.msmary.edu.

Applicants are requested to submit a résumé, transcripts, three letters of recommendation, and a cover letter which in part addresses the contribution the candidate can make to a Catholic liberal arts institution. Information is to be sent to:

Mount St. Mary's University
Department of Human Resources
Search #
16300 Old Emmitsburg Road
Emmitsburg, Maryland 21727

This position will remain opened until filled.

Mount St. Mary's University hires faculty who understand, respect and joyfully promote our Catholic mission. Women and minorities are encouraged to apply.

EOE.



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APPENDIX B

SCREENING MATRIX

A screening matrix can help the search committee or other parties quickly verify each candidate's possession of required qualifications. Such a matrix should reflect the qualifications specified in the classified ad or position announcement. The matrix below reflects the following classified ad for a career center director:

Master's degree in higher education, student personnel administration, or business required. Doctorate preferred. Minimum of five years' experience in career development and employer relations required. Budget and staff management experience required. Knowledge of business and industry employment issues desired.

NAME OF CANDIDATE	MASTER'S DEGREE OR PH.D. (PREFERRED) IN RELEVANT FIELD	FIVE YEARS' EXPERIENCE IN CAREER DEVELOPMENT AND EMPLOYER RELATIONS	BUDGET MANAGEMENT EXPERIENCE	STAFF MANAGEMENT EXPERIENCE	KNOWLEDGE OF BUSINESS AND INDUSTRY EMPLOYMENT ISSUES (DESIRED)	ADVANCE CANDIDATE TO THE NEXT ROUND OF SCREENING
	Degree/Field	Number of Years	Yes/No	Yes/No	Yes/No	Yes/No
Mary Smith	MBA	7 years	Yes	Yes	Yes	Yes
Patti Jones	Ph.D. Psychology	7 years	Yes	Yes	No	Yes

APPENDIX C

TIPS ON TELEPHONE INTERVIEWS

Planning and Arranging the Interview:

- Schedule a call of no more than 30 minutes with interviewee and interviewers.
- Review interviewee's application materials.
- Prepare questions.
- Determine the order in which the interviewers will ask questions.
- Test speakerphone and teleconferencing equipment and procedures (available through Telecommunications at ext. 5200).

Conducting the Interview:

- Introduce the individuals participating in the interview and describe how the interview will be conducted.
 - Ask questions pertaining to the resume (for example, questions about gaps in employment, special training, or a change of professions).
 - Ask why the person is interested in leaving his or her current position.
 - Ask one or two technical questions about the job.
 - Ask one or two questions that will help you determine the interviewee's "fit" to the Mount (for example, "What is your philosophy of _____?").
 - Ask follow-up questions as appropriate.
 - Ask the interviewee if he or she has any questions.
 - Explain to the interviewee the next step in the selection process.
 - Thank the candidate for his or her time.
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APPENDIX D

FORM FOR CHECKING REFERENCES OVER THE PHONE

Candidate's Name: _____

Person Called: _____

Person's Position: _____

Company's Name: _____

Identify yourself, your institution, your reason for calling, and the position for which the candidate is applying.

1. What is/was your relationship to _____?
2. From what month and year until what month and year did you work with _____?
3. Can you verify the position(s) that he or she held?
4. Can you provide a general sketch of _____'s character?
5. Did you have the opportunity to observe _____ in his/her position as _____?
6. How would you describe his/her performance in this position?
7. What do you consider _____'s strengths to be?
8. In what areas does _____ need additional development?
9. How would you compare the performance of _____ with that of others who have held the same job?
10. Please describe _____'s work ethic in the context of tardiness, absenteeism, attitude, abuse of sick or vacation time, dependability, trustworthiness, or completion of assigned tasks.
11. In what sort of environment do you think that _____ would work best.
12. Why did _____ leave (or why is _____ interested in leaving) your organization?
13. Would you hesitate to re-employ or work with _____ if you had the opportunity?
14. Is there any additional information that you feel we should have in considering _____ for employment?

Interviewer: _____

Date: _____

APPENDIX E

PREPARING FOR THE INTERVIEW:

Two major factors must be taken into account in the scheduling of interviews. The first is the many people who may meet each candidate one on one, in open forums, or during presentations.

The second major factor that must be taken into account is the potential need for the search committee to arrange or provide meals and other quasi-social events as well as transportation and lodging. The committee chair is usually the chief host but will often seek volunteers for or assign committee members to the task of hosting. As a host, a committee member may be responsible for picking a candidate up from the airport, taking him or her on a tour of the campus, having dinner with him or her, and answering questions about the position and the selection process. The committee chair may ask the hiring department to assist with the many administrative and logistical requirements of arranging and holding on-site interviews.

When on-campus interviews will involve meetings with many people and various meals and other functions, the search committee should send candidates a schedule of events in advance. The schedule should note the names and titles of the individuals with whom the candidate will meet. Copies of the schedule should be given to these individuals and should identify the individuals responsible for escorting the candidate to and from meetings. This information can accompany the welcome package that should be sent to all interviewees.

Making Travel Arrangements and Accommodations:

To learn more about the Travel Policy click here [Travel Policy](#).

The search committee should notify each candidate in writing of the institution's travel and accommodation policies. Candidates should know before they visit the campus which expenses the institution will reimburse.

INTERVIEW PREPARATION CHECKLIST:

- Send Mount Information Package to interviewee.
 - Confirm travel, lodging, and transportation arrangements.
 - Arrange transportation from airport or other location, if necessary.
 - Arrange tour of local community (if appropriate).
 - Arrange campus tour.
 - Arrange meeting with hiring authority.
 - Arrange meeting with chief executive, provost, vice president as appropriate.
 - Arrange meeting with any appropriate standing committee or group.
 - Arrange meeting with Department of Human Resources representative who will discuss benefits.
 - Arrange interview by search committee.
 - Schedule candidate's presentation (if applicable).
 - Schedule meals and breaks as appropriate.
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APPENDIX F

WELCOME PACKAGE FOR INTERVIEWEES

Here is a brief list of information that you should send to all candidates invited to campus for an interview.

- Recruitment packet from Department of Human Resources
 - University catalog
 - Department brochure (if available)
 - Organizational chart (department and institution)
 - Information from local Chamber of Commerce
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APPENDIX G

SAMPLE INTERVIEW DAY SCHEDULE

8:30 - 9:00

Meet with Search Committee Chair or other host

9:00 – 9:30

Campus tour

9:30 – 10:30

Meet with Hiring Authority

10:30 - 10:45

Break

10:45 – 11:45

Interview with Search Committee

11:45 – 12:45

Lunch (*with hiring authority and department or peers*)

12:45 – 1:00

Break and Preparation for Presentation

1:00 – 2:00

Presentation

2:00 – 2:30

Meet with Other Stakeholders

2:30 – 3:30

Meet with Other Stakeholders or Participate in Campus Drop-in Session

3:30 – 3:45

Benefits Brief with Department of Human Resources

3:45

Exit Interview

*** The president wishes to meet with every candidate for an executive, administrative or faculty position.**

APPENDIX H

TIPS FOR CONDUCTING THE INTERVIEW

Before the Interview:

- Book an appropriate location
- Review the job description (if appropriate)
- Draft and agree upon the interview questions to be asked
- Review the candidate's resume/application
- Agree on the format for the interview
- Ensure that you know and can identify the indicators of the candidate's ability to perform the job

During the Interview:

- Introduce committee members
- Describe the format of the interview
- Ask open-ended informational, situational, and behavioral questions
- Let the applicant do most of the talking
- Keep the interview on track
- Observe nonverbal behavior
- Take notes
- Leave time for the candidate to ask questions
- Describe the remainder of the search process and the time it will take
- Thank candidate for his or her time.

After the Interview:

- Evaluate the candidate
 - Document the interview
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GOOD INTERVIEW QUESTIONS

1.	Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2.	Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
3.	Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
4.	How does this position fit into your overall career goals?
5.	Describe the duties of your current job.
6.	What do you dislike most about your current job?
7.	What is your favorite part of your current job and why is it your favorite part?
8.	What are the three college courses that best prepared you for your current job?
9.	What is the best method of creating a _____? [<i>a relevant product</i>]
10.	What qualities or experiences make you the best candidate for this position?
11.	Describe two or three major trends in your profession today.
12.	On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
13.	Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
14.	Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
15.	Why did you choose this profession/field?
16.	What new skills have you learned over the past year?
17.	Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish this assignment?
18.	Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
19.	Describe the best boss and the worse boss you have ever had.
20.	Describe your ideal job.
21.	What would your coworkers or your supervisor say about you?
22.	Can you describe how you go about solving problems? Please give us some examples.
23.	What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
24.	What new programs or services would you start if offered the position?
25.	Please share with us your philosophy about customer service in an academic environment and give us some

	examples of service that would illustrate your views.
26.	Tell us how you would learn your new job in the absence of a formal training program.
27.	How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
28.	Think about a coworker from the present or past whom you admire. Why?
29.	What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
30.	Can you share with us your ideas about professional development?
31.	Describe some basic steps that you would take in implementing a new program.
32.	What are one or two of your proudest professional accomplishments?
33.	Do you have any knowledge of the unique role of a liberal arts college?
34.	How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
35.	Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
36.	Please tell us what you think are the most important elements of a good _____. (<i>service, activity, product, class, etc.</i>)
37.	Describe your volunteer experiences in community-based organizations.
38.	What professional associations do you belong to and how involved in them are you?
39.	Tell us about your preferred work environment.
40.	What experiences or skills will help you manage projects?
41.	Tell us how you would use technology in your day-to-day job.
42.	In what professional development activities have you been involved over the past few years?
43.	What volunteer or social activities have helped you develop professional skills?
44.	What things have you done on your own initiative to help you prepare for your next job?
45.	Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
46.	What do you think most uniquely qualifies you for this position?
47.	Do you have any additional information that you would like to share?
48.	Do you have any questions for us?

GOOD INTERVIEW QUESTIONS FOR FACULTY

1.	Describe your teaching style.
2.	Describe your teaching philosophy.
3.	What technology applications have you utilized in the classroom?
4.	How do you engage students, particularly in a course for non-majors?
5.	Share your ideas about professional development.
6.	In your opinion, how should the workload of a faculty member be split and into what areas?
7.	What changes have you brought to the teaching of _____?
8.	How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9.	What courses have you created or proposed in the past five years?
10.	What do you think are the most important attributes of a good instructor?
11.	Where would this position fit into your career development goals?
12.	How do you define good teaching?
13.	What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
14.	How do you feel your teaching style can serve our student populations?
15.	In what professional development activities have you been involved over the past few years?
16.	What pedagogical changes do you see on the horizon in your discipline?
17.	How would your background and experiences strengthen this academic department?
18.	How do you adjust your style to the less-motivated or under-prepared student?
19.	Have you involved your students in your research?
20.	What are your current research interests?
21.	What are the most recent books and articles that you've read?

INTERVIEW QUESTIONS TO AVOID

You cannot ask any question during the interview that relates to an applicant's race, color, religion, age, gender, national origin, or disability. In some states, inquiries about a candidate's sexual orientation are illegal. The following questions are merely a few of the questions that should not be asked:

Questions to Avoid:

- Are you a U.S. citizen?
- Where were you born?
- What is your birth date?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your spouse's name?
- What is your maiden name?
- Do you have any children?
- Do you have child care arrangements?
- What is your race or ethnic origin?
- Which church do you attend?
- What is your religion?

The following questions should be asked only when there is a bona fide, job-specific reason to ask them. If asked of one candidate, they should be asked of all candidates for the same position.

Acceptable Alternative Questions:

- Do you have any responsibilities that conflict with the job's attendance or travel requirements?
 - Are you able to work in the United States on an unrestricted basis?
 - Are you able to perform the duties on the job description?
 - Have you ever been convicted of a felony crime?
 - If hired, can you provide proof that you are at least 18 years of age?
 - Do you have any conflicts that would prevent you from working the schedule discussed?
 - What languages do you speak or write fluently?
 - Have you worked under any other professional name or nickname?
 - Do you have any relatives currently working for this institution?
 - Would you have any problem working overtime, if required?
 - Would anything prohibit you from making a long-term commitment to the position and the institution?
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**INTERVIEW EVALUATION BASED
ON ESSENTIAL KNOWLEDGE, SKILLS AND ABILITIES**

Candidate's Name: _____ Date: _____

Mastery of a Body of Knowledge

1. In your opinion, did the candidate have sufficient mastery of a body of knowledge in _____?
2. Was the candidate's area of professional emphasis evident and was his or her level of knowledge in this area sufficient to be considered expert?

Teaching Ability

1. Was the candidate's teaching philosophy consistent with the needs and expectations of our institution's students and faculty?
2. How would you evaluate the candidate's presentation?

Scholarship

1. Did the candidate have a well thought out and planned research agenda?
2. Has the candidate been published? Presented papers? Where and how often?

Service Related to the Profession

1. Has the candidate worked on any college committees?
2. Is the candidate a member of a professional association in the field of _____?

_____ Excellent Candidate

_____ Good Candidate

_____ Unacceptable Candidate

INTERVIEW EVALUATION BASED ON RESPONSES TO QUESTIONS

CANDIDATE'S NAME:		DATE:	
Name of Search Committee Member:			
Question	Response Score: 10 = Excellent Response 5 = Good Response 2 = Poor Response	Importance: 1 = Low 2 = Medium 3 = High	Total Score:
1. Why are you interested in leaving your current assignment and why do you feel that this position is a good position for you?			
2. Describe how your past school and work experiences have prepared you for the job for which you are applying.			
3. Tell us about your preferred work environment.			
4. Have you ever been told that you could not implement a great idea that you had? How did you react? What did you do?			
5. Describe your level of computer proficiency and the programs with which you are familiar.			
6. What would you do if you accidentally hung up the telephone on a customer who had been waiting for a long period of time and the customer called back and used loud and offensive language to tell you that you were incompetent?			
7. How do you go about organizing your work each day?			
8. What do you dislike most about your current job?			
9. Where would this position fit into your career development goals?			
10. Why are you the best candidate for this position?			
		Total Score:	

