How Search Committees Work

**Initial Screening**

Before beginning the application review process, the committee chair will review the personnel files of any internal candidates in the applicant pool, taking notes back to the committee on pertinent information such as performance evaluations, commendations, disciplinary actions, etc. This information will be part of the information considered during the applicant ranking process which follows.

Using a ranking grid, applicants’ qualifications will be reviewed by the search committee by evaluation their cover letter and resume and any feedback on internal candidates revealed from the examination of their personnel files. The search committee will ensure that only the minimum and preferred qualifications in the posted position description are used in this level of screening.

The initial culling of the applicant pool should eliminate the candidates who don’t meet the minimum qualifications. It should be noted that certain requirements can only be assessed during the interview process; The obvious example is that the applicant possesses “good oral communication skills.” Another example would be that the applicant has the “ability to function as an effective team member”, which cannot be fully assessed by reviewing a resume but which might be explored in the reference checking process.

The search committee will identify those candidates who qualify for an interview based on the position description and other relevant job information. Any criteria that aren’t clearly stated in the duties and qualifications on the job description used to identify interviewees need to be stated in the final search report. Therefore the committee needs to be aware of and clear on what they are using as their criteria.

An example of this would be if the committee decides that they will use work experience of more than two years in a position that requires concentrated people contact as an indicator of good interpersonal skills, going under the assumption that an employee wouldn’t last that long in such a position without good interpersonal skills. In the fair search report, the chair would include a statement that the committee had agreed to accept such a work situation as fulfilling the minimum qualification of having good interpersonal skills.

**Interview Process**

The search committee will formulate a list of interview questions based on the duties and qualifications listed in the position description. The Search Committee Chairperson will submit the list of interview questions and the Committee’s choice of candidates to interview to the Human Resources office for approval prior to beginning to schedule interviews. Human Resources personnel will either approve these lists or suggest changes. Once approval is obtained, interviews may be scheduled. Skills testing may be desired for certain positions such as clerical/administrative support positions and this can be coordinated through the Human Resources Staff Assistant and the Testing Center.

The search committee will conduct interviews and identify how well each candidate answered the interview questions. They will record any additional comments, both individually and as a group using the Interview Question Rating Form (see sample below). Using the 1 to 5 scoring system embedded in the Interview Question Rating Form, each committee member will give each interviewee an individual score and all committee members’ individual scores will be averaged to give each interviewee a committee score. All of the Interview Question Rating Forms will be enclosed with the Fair Search Report.
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**SAMPLE OF INTERVIEW RATING:**

<table>
<thead>
<tr>
<th>1 (Did not answer)</th>
<th>2 (Poor)</th>
<th>3 (Fair)</th>
<th>4 (Good)</th>
<th>5 (Excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not answer question</td>
<td>Lack of development, organization, and/or details in responses</td>
<td>Limited or weak development, organization, and/or details to responses</td>
<td>Moderate development and organization regarding responses. Adequate, relevant details in responses</td>
<td>Full development, logical organization, strong details in their responses</td>
</tr>
</tbody>
</table>

**Forwarding to the Second Round**

The search committee will provide a final Applicant Evaluation Form for each candidate interviewed, using Poor, Fair, Satisfactory, Good and Excellent Rating for the following criteria:

- Knowledge of Specific Job Skills
- Related Job Experience
- Related Education or Training
- Initiative
- Communication/Listening Skills
- Attitude
- Interest in GCC

In addition the search committee will detail the Strengths, Weakness and any Additional Comments related to the candidates. The Applicant Evaluation Forms will be part of the Fair Search Report.

The Search Committee will recommend at least two, but typically three finalists to the second round interviewing designee.

An Equal Employment Opportunity and Affirmative Action Fair Search Report will be completed and signed by the committee chairperson.

A report will be made regarding the following information:

- Criteria/qualifications for position
- How candidates were determined to be suitable for interviewing: include a ranking grid
- How was the short list chosen?
- Describe the second round of interviewers’ method of evaluating candidates and indicate reasons for the selection of the preferred candidate.