



**APPLICANT  
EVALUATION PROCEDURES  
FOR  
REGULAR FACULTY  
AND  
STAFF POSITIONS**

**Revised  
November 28, 2006**

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## **INTRODUCTION**

Applicant Evaluation Committees (AEC) are used for strengthening the full-time hiring process to ensure the employment of the best applicant. The AEC assists the College President, as the ultimate hiring authority, who is responsible for the final selection of an applicant. The AEC process is required for all regular, full-time positions including equivalent grant-funded, expiring term positions unless an emergency temporary appointment is justified.

## **BASIC PRINCIPLES**

**Non-Discrimination/Equal Employment Opportunity.** Del Mar College is committed to providing equal employment opportunity without regard to race, color, religion, national origin, gender, age or disability. All applicants must be treated in a fair and equitable manner.

**Confidentiality.** Any information used or discussed during the evaluation process will remain confidential to the evaluation and hiring process. This applies to all AEC members and all Department, Division, and Human Resources personnel. Breaches of confidentiality may be subject to appropriate disciplinary action and can also result in disbanding the AEC and canceling the evaluation process. All final records from the AEC are retained for a period of two years, as specified by the records retention schedule, and are subject to release under the Texas Public Information Act or other legal proceedings.

## **TIMELINESS**

Consistent with achieving a diverse applicant pool that will produce high quality applicants, vacancies must be filled in the shortest timeframe possible after authorization to recruit has been given.

### **Faculty Positions**

The identification, review and approval of faculty positions to be filled by the fall semester should be completed by November 01 of the preceding academic year. Faculty Chairs will submit their position requests to the administration by October 01 of each year to provide the President's staff time to review and authorize recruitment.

Recruitment advertisements will be issued in November and will close shortly after return from the December break.

Applicant evaluation committees will begin the evaluation process in January and will recommend applicants for selection before spring break of each year.

Unanticipated vacancies or requirements for additional faculty positions occurring outside this standard timeframe will be promptly submitted for review to obtain authorization to recruit. If needed, a second round of faculty positions may be advertised nationally for positions justified

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and approved in January. Advertisements for open positions will be done in an efficient manner with larger ads listing multiple positions to keep costs manageable. Unanticipated recruitment actions for faculty and exempt positions must be held to a minimum as each action will normally be advertised separately statewide and nationally; the expense of individual statewide and national advertisements will be greater than the cost for a larger advertisement that lists multiple vacancies.

### **Non-Faculty Positions**

Non-faculty departments will submit requests to fill positions and obtain approval to recruit as the need arises. Departments will have the discretion on whether to appoint a committee for nonexempt positions.

## **APPLICANT EVALUATION COMMITTEES (AEC)**

### **Appointment**

**Faculty** The Dean/Chair will designate a standing Applicant Evaluation Committee (AEC) that is tasked with the responsibility for evaluating applicants for advertised faculty positions. Early appointment of the standing AEC is essential, e.g., recommended by the Department by April 1st and approval by the Dean by May 1. The assignment of the standing applicant evaluation committee is for the period from August to the following August.

The standing AEC must be comprised of a representative, diverse membership with job content knowledge. The standing AEC may be further staffed with subject matter faculty from the discipline of the position being advertised as the need arises.

**Non-Faculty** Departments will designate and obtain approval of application evaluation committee(s) as the need arises.

**Vision/Charge to the AEC.** After the AEC is approved and at the first meeting of the AEC, a vision/charge that explains the expectations of the position and the attributes desired of a selectee will be given to the AEC by the college official who is one organizational level above the department where the position is being filled.

**Approval.** The approval process for evaluation committees begins with an email from the department through the department's organizational hierarchy with final approval by the appropriate Vice President or Staff administrator reporting to the President. The AA/EEO office will be an addressee/reviewer to ensure diversity of the evaluation committee. Send a copy of all generated emails for the designation/approval of evaluation committees to the Human Resources Office.

Application Evaluation Committees should have no more than 7 members. Membership is limited to ensure that committees are not so large that it becomes difficult to find mutually agreeable times within the workweek to convene meetings.

## **Responsibilities**

### **Chair of the AEC**

- direct the evaluation process,
- coordinate and facilitate meetings,
- liaison with Human Resources and ensure a HR Representative attends the first AEC meeting to review applicant evaluation procedures,
- expedite the evaluation process,
- ensure all applicants are fairly and equitably evaluated,
- evaluate applicants,
- coordinate recommendations for selection,
- perform employer reference checks, and
- account for and submit all evaluation materials and applications and submit to Human Resources.

### **Members of the AEC**

- evaluate applicants,
- maintain confidentiality of the evaluation process, and
- work as a cooperative member of the AEC to achieve consensus of AEC decisions.

Each committee member must give the evaluation task the necessary time and attention to achieve an accurate evaluation of the information provided by the applicant. **Appendix I** defines the responsibilities of AEC members for the proper and equitable evaluation of applicants and will be signed by each committee member.

## **Resolving Conflicts of Interest**

Members (inclusive of the Chair) of the AEC may recuse themselves from serving on an AEC if they feel any of the following relationships may be a conflict of interest.

- The applicant is a family member as defined by College policy (B5.7).
- The applicant has a close personal relationship with the committee member.

## **Guidance and Support to the AEC**

The Human Resources Office and the AA/EEO Office are available to assist the AEC and its members by maintaining an “open door” policy. The Offices are available to any AEC member(s) who wish to express any concerns the member may have about the on-going evaluation of applicants. Early reporting and resolution of potential problem areas are encouraged. Retaliation towards an AEC member who reports a perceived procedural problem or discriminatory act is not permitted.



The Human Resources Office will guide the AEC in compliance with applicant evaluation procedures. A Human Resources representative will meet with the AEC at its first meeting to review procedures. Questions or concerns about evaluation procedures or actions of the AEC that do not involve allegations of discrimination will be directed to the Human Resources Office. The Human Resources Office will review the stated question or concern and take appropriate action to guide the member or the full committee.

Any actions of the AEC that generates the perception of discriminatory treatment of an applicant will be immediately reported to the AA/EEO Office for review. The AA/EEO Office will advise the AEC and the Human Resources Office of the results of the review and provide recommendation(s) on corrective action, if possible, or cancellation of the evaluation process.

### **APPROVAL TO RECRUIT TO FILL A POSITION**

The Department/Division will submit a PER 077, Position Justification, and a PER 001, Request for Advertisement, for approval to recruit. (For contract-funded positions, submit a GRA 102 and PER 001.) The content of the PER 001 will be coordinated with the approved standing AEC for faculty positions.

- The AEC will provide recommendations to the Department/Division Head for the content of the PER 001 (essential/minimum job requirements, preferred qualifications, advertisement of the vacancy in particular journals and newspapers to achieve a diverse and qualified applicant pool, opening/closing date of the advertisement, etc.). Education and experience requirements for faculty positions must meet minimum SACS credentialing standards.

- The completed forms will be submitted by Department/Division Heads for administrative review and approval. The signature block for the department head signature will reflect the concurrence of the AEC.

### **ADVERTISING POSITIONS**

#### **Ad Preparation and Issuance**

Upon receipt of approved PER 077 and PER 001, the Human Resources Office will prepare a draft recruiting ad based on the content of the PER 001 and forward it to the department/division head for approval.

When the draft advertisement is approved, Human Resources will place the ad on the sites designated by the department/division, (i.e., Chronicle of Higher Education, Diverse Issues in Higher Education, Hispanic Outlook, metropolitan newspapers, the DMC website, DMC email message, external electronic mailing list, participating college placement offices). Originating departments/divisions should clearly specify all specialized journals or websites where the advertisement should be posted. Originating departments/divisions may also place the

advertisement on websites where they have membership and posting rights; these will be no-cost postings.

Departments/divisions, the Human Resources Office, and the AA/EEO Office have a joint responsibility for ensuring that the advertisement of the position vacancy produces a diverse applicant pool of qualified applicants.

### **Advertising Periods.**

The timeframe for acceptance of applications will be:

**External advertisements:** full-time faculty and exempt positions will normally be opened for thirty (30) calendar days. Nonexempt positions will be opened for fourteen (14) calendar days.

**Internal (employees only) advertisements:** will be opened for five (5) working days. (All regular, temporary, and part-time employees may apply for consideration under an employees only advertisement; student workers and assistants are not eligible to apply under an employees only advertisement.)

### **ACCEPTANCE OF APPLICATIONS**

**Applicant Responsibility.** Applicants are responsible for submitting a complete application with all supporting documentation required by the recruiting advertisement. Applicants must submit a separate application packet for each position for which they wish to be considered; duplicating applicant packets is not the responsibility of HR or the AEC.

Facsimile and email applications will not normally be accepted and the advertisement will advise applicants of this provision (this avoids incomplete applications, e.g., paper jams in the facsimile machine, applicant email using software programs that cannot be opened and/or read by the college).

Recruitment advertisements will advise applicants that the college will accept unofficial copies of transcripts and that it is the applicant's responsibility to submit transcripts, official or unofficial, with their application packet. The college requires submission of a complete application packet.

***Applicants who fail to submit a complete application are not considered to be applicants as they have not complied with the college's application requirements.***

**Consideration of Applications.** Applications must be received in the HR Office by the published closing date of the job advertisement. The college is not required to wait for submission and receipt of transcripts from colleges attended by the applicant in order for the application packet to be complete.

Incomplete applications and applications received after the closing date of the recruiting advertisement will be retained by the Human Resources Office. However, the AEC may request incomplete applications from the Human Resources Office if it determines there is a compelling reason to consider all applicants, i.e., a very small applicant pool. In such instances, the AEC must contact each applicant and provide the applicant with the opportunity to complete their application. This will be done by letter or email and documented in the recruitment file.

Applicant submission of the names and telephone numbers of 3 most recent employers (needed for employer reference checks) will be requested by the AEC from applicants invited for an on campus interview. (Consideration will be given for applicants whose work history has less than 3 previous employers.) Applicants will be required to submit this information at the time of the interview since this information is used later in the evaluation process, e.g., when the evaluation committee is considering which of the highly qualified applicants will be recommended for selection.

### **EVALUATION PROCEDURES**

**Regular faculty positions and regular Exempt positions.** Evaluation committees are required. The AEC will use an evaluation matrix.

The evaluation matrix will be prepared and submitted for approval to Human Resources during the open recruitment period of the advertisement. The AEC will meet immediately after the closing date of the advertisement and begin the evaluation process. **Appendix II** provides guidance for preparation for the first and subsequent committee meetings.

The AEC may obtain applications from Human Resources when the evaluation matrix has been coordinated and approved and the ad has closed. (The AEC may use the original applications in the evaluation process or the AEC may copy the applications and distribute a set of applications to each member. The AEC will maintain the security and confidentiality of all applications and supporting documents.)

**Regular Nonexempt.** An evaluation committee is optional. A department head or designated supervisor may conduct the evaluation process; however, an evaluation matrix must be used to document the evaluation process.

**Attendance** An AEC member must complete the initial evaluation of **preferred/desired knowledge, skills and abilities (KSA) factors** section to be able to participate in subsequent applicant evaluation, e.g., telephone interviews, on-campus interviews and teaching or skill demonstrations. While the audio recording of committee meetings is not required, a committee member who is not present during telephone interviews, on campus interviews and teaching or skill demonstrations cannot continue in the evaluation process unless the telephone interviews, on campus interviews and teaching or skill demonstrations were audio or video recorded and the committee member reviews the recordings and completes the required evaluation processes.

## **THE EVALUATION MATRIX**

**Content** The evaluation matrix will be composed of the following sections. The content of the evaluation matrix must conform to the essential job requirements that were advertised to Del Mar College employees and/or the public. **See Appendix III.**

- **Initial Evaluation of Essential Job Requirements:** These are the minimum application submission and qualification requirements stated in the recruiting advertisement that ***must be met*** for the applicant to be eligible for consideration.
- **Preferred/Desired Knowledge, Skills and Abilities (KSA) factors:** Each eligible applicant is evaluated and ranked according to the degree to which the factors are documented in the application. A factor may be weighted according to its importance or value to the successful performance of the essential duties and responsibilities of the position.
- **Telephone interview (optional):** May be used when there is a group of highly qualified applicants to further evaluate the group and reduce the number to those who will be invited to an on-campus interview. A list of pre-approved questions is provided as **Appendix IV**. Any additional job-related interview questions developed by the AEC must be reviewed and approved by Human Resources and AA/EEO.
- **On-Campus Interview:** Self-explanatory. A list of pre-approved questions is provided as **Appendix IV**. Any additional job-related interview questions developed by the AEC must be reviewed and approved by Human Resources and AA/EEO.
- **Skills and/or teaching demonstrations (optional):** May be used to further evaluate the qualifications stated in the application, communication skills, etc.

## **THE EVALUATION PROCESS**

### **Initial Evaluation of Essential Job Requirements**

These are the minimum application submission and qualification requirements stated in the recruiting advertisement that ***must be met*** for the applicant to be eligible for consideration. The applicant's possession of the Essential Job Requirements may be documented by a simple "Yes or No" decision.

(Some applications may be incomplete, e.g., missing a required document or information, and the application will be retained by Human Resources. As stated above, the AEC, however, has the option of requesting these applications and requesting applicants to provide any missing documentation required by the advertisement as long as all such applicants are provided the same

opportunity. This is an alternative that may be used to maintain a viable pool of applicants for consideration. The AEC will initiate the request using **Appendix V** and advise the applicant of the deadline for submission of the requested documents to the Human Resources Office. A copy of the request by the AEC will be provided to the Human Resources Office. Upon receipt of the requested documents, the Human Resources will date stamp the documents and forward the materials to the AEC.)

This section of the evaluation matrix is to be completed and signed by each evaluator for each applicant and attached to the application. There should be consistency among all evaluators, e.g., all evaluators agree that a requirement(s) is or is not met. If differences of opinion exist on a requirement(s), the evaluators should discuss the differences and reach consensus on a final decision on whether the requirement(s) is or is not met. Consensus should be documented by member signatures.

The evaluation committee may designate a sub-committee to review applications to determine whether applicants possess the essential job requirements to be eligible for further consideration. If a sub-committee is used, the sub-committee will present its findings and recommendations to the full evaluation committee for consideration and adoption by consensus of the full evaluation committee. This section of the evaluation matrix will be signed by all members of the evaluation committee to document individual and full committee consensus with the sub-committee findings.

**Record the Initial Evaluation of Essential Job Requirements using Appendix VI. Appendix VI and the application(s) of ineligible applicants are to be immediately forwarded to Human Resources for review.** Any issue identified by the Human Resources Office will be promptly reported to AEC for action. Ineligible applicants will be notified of their status by the Human Resources Office.

### **Applicant Ranking**

Eligible applicants will be evaluated and ranked in each of the following sections of the evaluation matrix. Each section will reflect a ranking of each applicant beginning with #1, for the best qualified applicant to the least qualified applicant.

#### **Evaluation of Preferred/desired knowledge, skills and abilities (KSA) factors.**

Applicants who meet all Essential Job Requirements will be further evaluated and documented by this section using **Appendix VII**. Each evaluator will assign a rank order to the eligible applicants, and the rankings assigned by each evaluator for an applicant will be totaled on the form provided in **Appendix VII**. Highly qualified applicants are identified by ranking totals in inverse order such that the lowest score designates the highest standing applicant. This ranking will not be used again in the evaluation process. In other words, do not add this total to the totals from subsequent telephone interviews, on campus interviews and teaching or skill demonstrations.

Highly qualified applicants to be interviewed are identified by the AEC by examining the totals for a “break” which is a clear difference in totals among the highly qualified versus qualified applicants.

All AEC members must complete the evaluation and ranking of each applicant; “missing” scores are not acceptable. If a committee member fails to rank all eligible applicants, the partial rankings provided by that committee member must be removed from the totals to be fair and consistent to all applicants.

**The applications and evaluations of qualified applicants who are not identified for an interview will be immediately returned to the Human Resources Office for review.** Include a listing of all evaluated applicants using **Appendix VII**. Place an asterisk beside the name of applicants identified for an interview. Any issue identified by the Human Resources Office will be promptly reported to the AECr action. Applicants will be notified of their status by the Human Resources Office.

### **Telephone Interviews (Optional)**

Following the telephone interview, the applications and evaluations of highly qualified applicants who are not identified for an on-campus interview should be immediately returned to the Human Resources Office for review. Include a listing of all evaluated applicants using **Appendix VIII**. Place an asterisk beside the name of applicants identified for an on-campus interview. Any issue identified by the Human Resources Office will be promptly reported to the AEC for action. Applicants will be notified of their status by the Human Resources Office.

### **Scheduling On-Campus Interviews**

The AEC should be aware of the expense and time involved in on-campus interviews and should select a reasonable number of applicants to be interviewed and scheduling is to be done by the most economical means possible.

Applicants will be advised by the AEC of DMC’s requirement for employer reference checks using **Appendix IX** to obtain the names and telephone numbers of three of the applicant’s most recent employers and to authorize the college to conduct the employer reference checks. **This form should be completed and returned to the AEC prior to a final commitment for an on-campus interview.**

The AEC makes arrangements for the interviews and ensures applicants are also interviewed by the Division/Department Head, the appropriate Vice President, and the President (optional). The timeframe allotted for each interview should be uniform.

Interviewees may be scheduled to participate in Division/Department social forums to acquaint the applicant with department employees and operations.

The on-campus interview schedule will be distributed to the members of the AEC, the Department/Division/Vice President, and the Human Resources Office.

Applicants will make their own travel and hotel arrangements. The Human Resources Office will provide the AEC with information concerning travel and reimbursement policies and the AEC will provide this information to applicants.

Interviewees will be reimbursed for allowable expenses, according to current policy, by submitting their signed request for reimbursement, with receipts to the AEC. Interviewed applicants should also complete an exit interview form. These forms are available on the DMC Intranet website. The blank form should be given to the applicant with a DMC envelope addressed to the Coordinator, Recruitment & Employment, Human Resources Office; the applicant will complete the form, seal it in the envelope, and return it to the AEC. The exit interview and any travel reimbursement request will be forwarded to the Human Resources Office.

As a courtesy, and not as a part of the evaluation process, out-of-town applicants may be taken to lunch by department personnel. Lunch expense for the host (one or two DMC employees) and applicant may be reimbursed in accordance with DMC per diem policy.

### **On-Campus Interviews.**

This section of the evaluation matrix contains the interview questions. The AEC must develop appropriate interview questions using **Appendix IV** and include this section in the evaluation matrix. (The AEC has the option of using a skill(s) or teaching demonstration as a part of the on-campus evaluation process. If used, the AEC must develop appropriate content and include this section in the evaluation matrix.-

The interviewee will be advised of the need to provide specific and detailed responses to the interview questions. It is important that all questions be asked of each applicant in a consistent manner. If the applicant's response to an interview question is unclear to a member of the AEC, the member may ask for clarification **only** within the context of the original question. New questions or questions designed to elicit a desired response from the applicant to an approved question may not be asked by AEC members. The AEC Chair is responsible for ensuring compliance with the above. (See page 19)

**Special Note:** The AEC may elect to be prepared to record (audio and/or video) telephone and on-campus interviews and classroom or skills demonstrations in case an AEC member cannot be present, or does not appear, for an interview. An AEC member who is not present must review the recordings and complete their applicant evaluations in order to continue in the evaluation process. If recordings are not made, AEC members who did not participate in the interview and classroom or skills demonstrations cannot participate further in the evaluation process. The Chair of the AEC will ensure that the exclusion of AEC members from completing the evaluation process does not adversely affect the diversity of the committee.

The ranking of each applicant finalist on campus interviews (and teaching or skill demonstrations if used) are totaled using **Appendix X**. The ranking resulting from the on campus interviews (and teaching or skill demonstrations, if used) will be the determinant used by the AEC to identify the applicant finalists who will be recommended (after the required employer reference checks) for consideration for selection.

### **Employer Reference Checks**

After completion of the interviews, the AEC will complete standardized employer reference checks, using the form PER 058 that is available on the DMC website, of applicants identified for recommendation for selection.

### **JUSTIFICATION AND REFERRAL OF FINALISTS BY THE AEC**

If the AEC determines that no finalists are to be recommended for selection, the AEC submits its findings to the Department/Division and the recruiting process may begin anew.

If recommending three (3) or more finalists, the AEC prepares a Recommendation for Employment (PER 013 for faculty/exempt positions or a PER 030 for nonexempt positions). The forms are available on the DMC Intranet website. The appropriate form, and an optional strength/weakness statement for each recommended applicant addressing only job related factors, is prepared by the AEC and forwarded with the application/resume, evaluation sections (**Appendix VI, VIII and X**), and employer reference checks through the Department/Division and appropriate Vice President for review/approval. It is then forwarded to Human Resources for review. (A PER 101 is not to be submitted at this point.)

If the AEC is recommending fewer than three (3) finalists, the AEC prepares a letter of explanation to be forwarded with the recommendation.

### **CONCURRENCE WITH RECOMMENDATIONS OF THE AEC**

The recommendations of the AEC are forwarded to the Department/Division for concurrence. If the Department, Division or Vice President does not concur with the AEC's recommendations, the Chair of the AEC will meet with the Department/Division Heads and the Vice President to discuss the recommendations and the reason(s) for non-concurrence. The Vice President or the executive administrator reporting to the President is responsible for determining the final course of action and advising the AEC and the Human Resources Office.

### **SELECTION**

Following the review of the evaluation process by the Human Resources Office, the Recommendation for Selection is forwarded to the College President for selection. If the President declines to make a selection, the President informs the Vice President, Department/Division Heads, AEC and the Human Resources Office and the recruitment process may begin anew if authorized.



**Written Offer of Employment.** When a selection is made, Human Resources will prepare a written conditional offer of employment that reflects the appropriate conditions of employment and send it to the applicant with copies to the Department/Division. (If the position being filled is a labor-intensive position, the Human Resources Office will schedule the applicant for a physical examination and drug screen.) Non-selected finalists will be notified of their status by the Human Resources Office.

If the conditional offer of employment is accepted by the applicant, HR will notify the Department and request a **PER 101** (available on the DMC Intranet website). The Department may contact applicant to request the date the applicant may be able to begin employment. **Advise the applicant that this is not a final employment offer** as the PER 101 is subject to final approval by the President. Human Resources will coordinate final approval of the PER 101.

A conditional offer of employment is final only **after the PER 101 has been approved by the College President and the Department has been notified by receipt of a copy of the approved PER 101 or notification by the Human Resources Office.**

If the applicant declines further consideration for employment, HR will advise the Department/Division. Human Resources will retrieve the PER 030 or PER 013, Recommendation for Employment, attach the email documenting the declination of the offer, and forward the PER 030 or PER 013 to the President for consideration of other recommended finalists. If no other applicants were recommended on the PER 030 or PER 030, the Division/Department may request approval to initiate a new search

**Appendix I – AEC Member Acknowledgement of Evaluation and Equal Employment Opportunity Responsibilities**

**POSITION TITLE:** \_\_\_\_\_ **LOCATION** \_\_\_\_\_

I have received and read the Del Mar College Applicant Evaluation Committee statement of confidentiality as noted on page one (1) of the Applicant Evaluation Committee Guideline. I understand that any information used or discussed during the evaluation process will remain confidential to the evaluation and hiring process. Breaches of confidentiality may be subject to appropriate disciplinary action and can also result in disbanding the AEC and canceling the evaluation process.

I acknowledge my responsibility to evaluate each applicant in a fair and equitable manner and my responsibility to providing equal employment opportunity without regard to race, color, religion, national origin, gender, age or disability.

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

## **Appendix II - Preparation for the First and Subsequent Committee Meetings**

Once the position(s) is approved for advertisement, the Applicant Evaluation Committee (AEC) should begin its meetings. The committee will meet and finalize the evaluation matrix during the time the job advertisement is open. As a goal, the AEC should complete the applicant evaluation and recommendation process within 30 to 60 days of receipt of applications from the Human Resources Office.

### **Before the First Meeting, the AEC Chairperson:**

- Reviews the DMC AEC Guidelines.
- Contacts the HR Representative in advance to schedule the first meeting and establishes a meeting date and time before the job closing date.
- Contacts all attendees to ensure that all will be present and on time. First meeting attendees include the Department Head/Chairperson, all committee members and a Representative from Human Resources.
- Assembles needed documentation and forms for first meeting (Committee Guidelines, Confidentiality/EEO Acknowledgment). This information can be downloaded from the DMC Intranet website.
- Prepares agenda to accomplish activities outlined below.

**REMINDER: COMMITTEE MEMBERS MUST ATTEND ALL MEETINGS. THOSE WHO CANNOT MAKE THIS COMMITMENT MUST RECONSIDER THEIR PARTICIPATION ON THE COMMITTEE.**

### **First Meeting Outcomes**

The purpose of the first meeting is to inform the committee members about the applicant evaluation and committee process and provide information about the position being filled.

The Chairperson will explain the position and the characteristics of the successful candidate using the Job Advertisement and/or Job Description. The HR Representative reviews the evaluation process and answers questions.

The Committee Chairperson:

1. Establishes agreed upon future meeting times and dates
2. Leads a discussion of ground rules
3. Guides the Committee in the development of the evaluation matrix including the interview questions and teaching/skills demonstrations (if used).
4. Ensure committee minutes of all meetings are maintained/submitted to HR.

5. Submits the evaluation matrix to HR for review and coordination with AA/EEO.  
APPLICATIONS CANNOT BE RELEASED UNTIL THE EVALUATION MATRIX IS COMPLETED AND APPROVED.

**APPENDIX IV** lists questions that could be used in an interview. The committee may consider these and other questions relative to the position's duties and responsibilities. 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 the best qualified?" All questions must be job-related and assess what it takes to be successful in the position. The committee should use consensus decision-making to agree on what 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 (information regarding marital status or spouse, children, hobbies, personal tastes or political, etc.) must also be avoided; such questions will invalidate the work of the committee.

The key to good interviewing is to ask questions which cannot be answered with a yes/no or a simple fact. Good interview questions elicit an answer that is "full" of content and useful information. It is very important to use questions that will produce successful results on the job. Interview questions must be objective, job related, measurable, and consistently applied to all interviewees. "Follow up" questions are appropriate as long as the "follow up" question pertains to the original question asked. Depending on the job, writing samples, teaching and skill demonstrations, solving specific problems and other "real-world" samples that pertain to the job may also be relevant.

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.

In addition to actual questions asked of the applicants, observations about candidates made during the interview may be evaluated if they are a part of the approved evaluation matrix. These observations must be job related as specified in the evaluation matrix. 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 must be stated in the evaluation matrix.

NOTE: Unsolicited examples or samples of work provided by an applicant during an interview cannot be reviewed or considered during the committee process.

Committee members are responsible for evaluating applicants. The key to successful and uniform evaluation is common understanding and agreement upon the essential job requirements and the preferred/desired knowledge, skill and ability factors that an applicant should possess for successful performance in the position. Each committee member should give the evaluation task the necessary time and attention to achieve as accurate rating as possible with the information provided by the applicant.

The evaluation of the Essential Job Requirements determines which applicants possess the minimum qualification requirements of the position. **Only** qualified applicants are further evaluated.

The degree to which each applicant possesses the Preferred/Desired Knowledge, Skill and Ability factors for the position is evaluated next and the applicants are placed in a ranked order from the best to the least qualified applicant. This then determines which applicants will precede to the interview process.

Applicant qualifications are further evaluated using interview(s) (and optional teaching/skills demonstration) and applicants are ranked again. Based on the number of committee members, each applicant will receive a final summary rank based on the interview (and optional teaching/skills demonstration). Applicants with the best ranking will be the ones ultimately recommended for selection after the employer reference checks have been completed to move to the next step in the evaluation process.

Evaluations are CONFIDENTIAL within the committee. The ranking forms for each stage of the evaluation process (Appendix VI, VII, VIII and X) must be turned in to the committee Chairperson for inclusion in the working documents that are retained by HR Employment as a record of results.

### **Applicant Evaluation Results**

Results of the evaluation of each applicant at each step of the process are recorded by the Chairperson on the appropriate ranking form (See Appendix Listing). Rank standing is determined by adding the rank assigned by each committee member completing a section of the evaluation matrix. The applications and the rankings form with individual committee members' signatures are returned to HR for review at the completion of each step of the process, such that:

- first, the applications and the initial evaluation form with the committee members' signatures (Appendix VI) for the ineligible applicants (did not meet all of the essential job requirements) are returned to HR;
- second, the applications and the ranking of qualified applicants (Appendix VII) who met all of the essential job requirements but did not rank high enough on the preferred/desired knowledge/skill/ability factors to be identified for an on campus interview are returned to HR;

- third, the applications, and ranking summaries (Appendix VI, VII and X) of **interviewed applicants who were interviewed but who will not be recommended** by the committee to the Hiring Authority for consideration for selection are returned to HR;

- and, last, the applications, all ranking forms, and employer reference checks of interviewed applicants, and appropriate recommendation form (PER 013 or PER 030) are forwarded via the Department/Division Heads and the cognizant Vice President to HR. HR will review the final submission and forward the recommendation and supporting documents after AA/EEO concurrence to the College President for selection.

It is common courtesy and good public relations to advise applicants of the status of their application at each step of the process. Human Resources will accomplish this task at the conclusion of each step of the process.

### **Recommendation of Applicants**

If it is not possible to forward at least three finalists to the Hiring Authority, an explanation should be attached to the recommendation form. The list of finalists that is forwarded to the Hiring Authority is listed in alphabetical order so that ranking of finalists is not revealed.

### **Finalization of Paperwork**

All paperwork from the evaluation and recommendation process (i.e., all applications and ranking summaries with signatures) must be submitted with the hiring recommendation before the evaluation and hiring processes can be completed.

Human Resources will assist with the final background check, the salary determination (as agreed with the Hiring Authority), and offers of employment.

**APPENDIX III (Sample 1)**

**INITIAL EVALUATION OF JOB REQUIREMENTS**  
**FOR**  
**GRANTS ACCOUNTANT**

**APPLICANT NAME:** \_\_\_\_\_

**INITIAL EVALUATION OF ESSENTIAL JOB REQUIREMENTS**

**1. DEL MAR COLLEGE APPLICATION** YES \_\_\_\_\_ NO \_\_\_\_\_

**2. TRANSCRIPTS EVIDENCING POSSESSION OF  
REQUIRED EDUCATION** YES \_\_\_\_\_ NO \_\_\_\_\_

**3. BACHELOR'S DEGREE WITH A MAJOR IN  
ACCOUNTING OR A BACHELORS DEGREE WITH  
A MINIMUM OF 24 HOURS OF ACCOUNTING** YES \_\_\_\_\_ NO \_\_\_\_\_

**4. AT LEAST TWO (2) YEARS OF ACCOUNTING  
EXPERIENCE OR TRAINING WHICH INCLUDES A  
MINIMUM OF FOUR TO SIX MONTHS OF BILLING  
AND TRACKING GRANT ACCOUNTS THROUGH THE  
TEXAS ENGINEERING EXPERIMENT STATION (TEES),  
PREPARING BUDGETS FOR GRANTS, INTERPRETING  
FEDERAL AND STATE GRANT BUDGET REQUIREMENTS,  
AND MONITORING FUNDED PROJECTS POST AWARD  
STAGE.** YES \_\_\_\_\_ NO \_\_\_\_\_

\_\_\_ Applicant meets minimum Essential Job Requirements

\_\_\_ Applicant DOES NOT meet minimum Essential Job Requirements

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

**EVALUATION MATRIX WORKSHEET**  
**FOR**  
**GRANTS ACCOUNTANT**

**EVALUATION OF PREFERRED/DESIRED KNOWLEDGE/SKILL/ABILITY**

**APPLICANT NAME:** \_\_\_\_\_

**RANKING:** Evaluate the degree of possession of each of the following factors and place applicants in rank order from #1, Best Qualified Applicant, to the least qualified applicant.

**RATING FACTORS**

*//THIS SECTION IS USED TO EVALUATE AND RANK APPLICANTS ON THE POSSESSION OF SKILLS AND EXPERIENCE FACTORS DESCRIBED UNDER THE "PREFERRED" and "RESPONSIBILITIES" PORTIONS OF THE ADVERTISEMENT TO IDENTIFY THE BEST TO THE LEAST QUALIFIED APPLICANT.//*

**1. RELATED EXPERIENCE**

**2. EDUCATION BEYOND THE MINIMUM REQUIREMENT**

**3. ABILITY TO:**

- **MONITOR INSTRUCTIONAL AND SPONSORED RESEARCH GRANT ACCOUNTS**
  
- **RECONCILE TITLE IV FUND FINANCIAL ACTIVITY AT THE COLLEGE (GRANTS AND RELATED CONTRACTS) AND THE PERFORMANCE OF PROFESSIONAL ACCOUNTING DUTIES ASSOCIATED WITH GRANT ACCOUNTS.**
  
- **MONITOR GRANTS AND CONTRACTS TO CONFORM WITH THE REGULATIONS OF THE FUNDING AGENCY.**
  
- **MAINTAIN ACTIVE COMMUNICATION WITH FACULTY AND ADMINISTRATORS DURING PRE AND POST FUNDING PHASES OF GRANTS ACCOUNTING.**
  
- **USE THE TEXAS ENGINEERING EXPERIMENT STATION EPIK ACCOUNTING SYSTEM AND OTHER SYSTEMS TO SUBMIT AND TRACK INVOICES TO DRAW DOWN DOLLARS ON THE GRANTS.**
  
- **SET UP BUDGETS FOR GRANT PROPOSALS.**
  
- **READ, INTERPRET AND APPLY FINANCIAL AND ACCOUNTING REGULATIONS, PROCEDURES**
  
- **MAINTAIN ACCOUNTING SYSTEMS**
  
- **PREPARE FINANCIAL AND ACCOUNTING RECORDS AND REPORTS**

**RANK:** \_\_\_\_\_ **EVALUATOR** \_\_\_\_\_ **DATE** \_\_\_\_\_

Forwarded to Human Resources on \_\_\_\_\_ with signatures of each AEC member.



**INTERVIEW QUESTIONS**  
**FOR**  
**GRANT ACCOUNTANT**

**ON-CAMPUS INTERVIEW**

**APPLICANT NAME:** \_\_\_\_\_

**RANKING:** Evaluate the responses of each applicant to the following questions and place applicants in rank order from #1, Best Qualified Applicant, to the least qualified applicant.

-----  
**B. INTERVIEW QUESTIONS**

1. What financial reports have you prepared on a regular basis?
2. What was the source data for these reports?
3. How were these reports used?
4. What grant accounts have you reconciled on a continuous basis?
5. Describe situations where you have assisted Principal Investigators or Project Directors with developing grant proposal budgets.
6. Have you prepared financial or other reports for federal/state/local grant projects? If so, what types of reports?
7. Describe your perspective of customer service for faculty and other internal and external customers.
8. What are the most important elements of grant funded accounting?
9. Describe your experience with reconciling Title IV, NSF and other grant activities.
10. Describe your experience at the college level with grants and the performance of professional accounting duties associated with grant accounts.
11. What experience have you had with monitoring grants to ensure compliance with the regulations of the funding agency?
12. Describe your experience in maintaining communications with faculty and administrators during pre and post funding phases of grants accounting.
13. Describe your use of the TEES EPIK accounting system and other systems to submit and track invoices to draw down dollars on the grants.

**RANK:** \_\_\_\_\_

**EVALUATOR** \_\_\_\_\_ **DATE** \_\_\_\_\_

**APPENDIX III (Sample 2)**

**INITIAL EVALUATION OF ESSENTIAL JOB REQUIREMENTS**  
**FOR**  
**FIRE SCIENCE INSTRUCTOR**

**APPLICANT NAME:** \_\_\_\_\_

**INITIAL EVALUATION OF ESSENTIAL JOB REQUIREMENTS**

- |  |                |
|--|----------------|
| 1. DMC APPLICATION FOR EMPLOYMENT  | YES ___ NO ___ |
| 2. RESUME  | YES ___ NO ___ |
| 3. TRANSCRIPTS   | YES ___ NO ___ |
| 4. LETTER OF INTEREST  | YES ___ NO ___ |
| 5. ASSOCIATE'S DEGREE OR EQUIVALENT<br><i>(Applicant must meet applicable SACS and CB credential requirements)</i> | YES ___ NO ___ |
| 6. TX COMMISSION ON FIRE PROTECTION<br>CERTIFICATION AS AN INTERMEDIATE<br>INSTRUCTOR                              | YES ___ NO ___ |
| 7. THREE (3) YEARS RELATED FIRE SCIENCE<br>EXPERIENCE  | YES ___ NO ___ |

\_\_\_ Applicant meets minimum Essential Job Requirements

\_\_\_ Applicant DOES NOT meet minimum Essential Job Requirements

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

EVALUATOR Signature \_\_\_\_\_ DATE \_\_\_\_\_

Forwarded to Human Resources on \_\_\_\_\_ with signatures of each AEC member.

**EVALUATION MATRIX WORKSHEET**  
**FOR**  
**FIRE SCIENCE INSTRUCTOR**

**EVALUATION OF PREFERRED/DESIRED KNOWLEDGE/SKILL/ABILITY**

**RANKING:** Evaluate the degree of possession of each of the following factors and place applicants in rank order from #1, Best Qualified Applicant, to the least qualified applicant.

**RANKING FACTORS**

*//THIS SECTION IS USED TO EVALUATE AND RANK APPLICANTS ON THE POSSESSION OF SKILLS AND EXPERIENCE FACTORS DESCRIBED UNDER THE “PREFERRED” AND “RESPONSIBILITIES” PORTION OF THE ADVERTISEMENT TO IDENTIFY THE BEST QUALIFIED APPLICANT.//*

1. RELATED HIGHER EDUCATION WITH EMPHASIS IN FIRE SCIENCE AND FIRE PROTECTION
2. RELATED EXPERIENCE IN FIRE SCIENCE/EMS:
3. KNOWLEDGE/USE OF PC'S AND SOFTWARE (WORD, ACCESS, EXCEL, POWER POINT):
4. ORAL AND WRITTEN COMMUNICATION SKILLS:
5. KNOWLEDGE OF A LEARNING COLLEGE AND/OR KNOWLEDGE OF LEARNING COMMUNITIES

RANK: \_\_\_\_\_

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

**TELEPHONE INTERVIEW QUESTIONS**  
**FOR**  
**FIRE SCIENCE INSTRUCTOR**

**TELEPHONE INTERVIEW**

**APPLICANT NAME:** \_\_\_\_\_

**RANKING:** Evaluate the responses of each applicant to the following questions and place applicants in rank order from #1, Best Qualified Applicant, to the least qualified applicant.

- 
1. What encouraged you to apply at Del Mar College?
  
  2. Is there anything about yourself you would like us to know that we may not have learned from your application or resume?
  
  3. Explain why you feel qualified to teach Fire Science courses.

**RANK** \_\_\_\_\_ **Evaluator** \_\_\_\_\_ **DATE** \_\_\_\_\_

**INTERVIEW QUESTIONS**  
**FOR**  
**FIRE SCIENCE INSTRUCTOR**

**ON-CAMPUS INTERVIEW**

**APPLICANT NAME:** \_\_\_\_\_

**RANKING:** Evaluate the responses of each applicant to the following questions and place applicants in rank order from #1, Best Qualified Applicant, to the least qualified applicant.

-----

1. Are you familiar with the composition of our student body, and do you foresee any difficulty teaching them?
  
2. What do you consider your strongest and weakest points?
  
3. What do you feel are your responsibilities to the students beyond the classroom?
  
4. If you have ever had a difficulty with a co-worker how did you handle it?
  
5. How would you utilize your advisory committee?
  
6. Suggest ways to stay current in your profession.
  
7. How do you envision this position fitting into your professional plans?
  
8. If offered the position, how do you feel Del Mar College, its faculty, and students will benefit?
  
9. If you are hired for this position, what are your expectations of the college?
  
10. Do you have any questions of this committee? (Non-scored)

**RANK:** \_\_\_\_\_ **EVALUATOR** \_\_\_\_\_ **DATE** \_\_\_\_\_

**TEACHING AND SKILLS DEMONSTRATIONS**  
**FOR**  
**FIRE SCIENCE INSTRUCTOR**

**Teaching:** A fifteen minute oral presentation will be required of all candidates who have been selected for the ON-CAMPUS interview. The subject of the report will be "*Explain the difference between the two different modes of burning.*" This will be strictly an oral report, with no visual aids allowed. Candidates will be evaluated on the length of their report as well as the technical content and the manner in which the report is presented.

**Skills:** A one-hundred word written essay will also be required. This essay is to be completed after the ON-CAMPUS interview and the oral report have been completed. The topic of the written essay is \_\_\_\_\_  
\_\_\_\_\_. Candidates will be evaluated on the clarity of expression, technical content and the grammatical manner in which the report is written. (Attach applicant's written essay to the evaluation matrix.)

**RANK:** \_\_\_\_\_

**EVALUATOR** \_\_\_\_\_ **DATE** \_\_\_\_\_

## **Appendix IV – Approved Interview Questions**

## **INTERVIEWING QUESTIONS FOR ANY POSITION**

### **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?

**Appendix V: AEC Request for Missing Documents (Optional)**

The AEC will initiate the request and advise the applicant of the deadline for submission of the requested documents to the Human Resources Office. A copy of the request by the AEC will be provided to the Human Resources Office. Upon receipt of the requested documents, the Human Resources will date stamp the documents and forward the materials to the AEC.

**//Department Letterhead//**

**To: Applicant**

**From: /Name/, Chair, Applicant Evaluation Committee**

**RE: Request for Additional Documentation**

**Your application for the position of \_\_\_\_\_ was reviewed by the Applicant Evaluation Committee. It was noted that your application is incomplete as the following documents listed under the “To Apply” section of the recruitment advertisement were not submitted.**

**- Missing Document**

**- Missing Document**

**To be further considered for this position, please provide this information by \_\_\_\_\_ (date) to contact point and mailing address. If the requested information is not received by the date requested, it will be necessary to discontinue consideration of your application.**

**Sincerely,**

**CC: Human Resources Office**

Applicant Evaluation Committee  
Initial Evaluation of Essential Job Requirements

**Position Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Applicant Name	Essential Job Requirements									
	DMC Application	Letter of Interest	Resume	Transcripts	Education	Experience	Certificates	Other Requirements	Eligible	
									Yes	No
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										
10.										

Initials of Evaluation Committee Members							
	1.	2.	3.	4.	5.	6.	7.

**Applicant Evaluation Committee  
Rankings of Preferred/Desired Knowledge/Skills/Abilities**

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

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

<b>Evaluation Committee Members</b>								
Applicant Names	Member #1:	Member #2:	Member #3:	Member #4:	Member #5:	Member #6:	Member #7:	TOTAL
1.								0
2.								0
3.								0
4.								0
5.								0
6.								0
7.								0
8.								0
9.								0
10.								0
11.								0
12.								0
13.								0
14.								0
15.								0
16.								0
17.								0
18.								0
19.								0
20.								0
<b>Initials of Evaluation Committee Members</b>								

Note: Total the Committee Members' rankings for each applicant. To be included, a committee member's rankings must be given for all applicants. The applicants with the lowest total rankings will be the top candidates.

**Applicant Evaluation Committee  
Rankings of Optional Telephone Interview**

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

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

<b>Evaluation Committee Members</b>								
Applicant Names	Member #1:	Member #2:	Member #3:	Member #4:	Member #5:	Member #6:	Member #7:	TOTAL
1.								0
2.								0
3.								0
4.								0
5.								0
6.								0
7.								0
8.								0
9.								0
10.								0
11.								0
12.								0
13.								0
14.								0
15.								0
16.								0
17.								0
18.								0
19.								0
20.								0
<b>Initials of Evaluation Committee Members</b>								

Note: Total the Committee Members' rankings for each applicant. To be included, a committee member's rankings must be given for all applicants. The applicants with the lowest total rankings will be the top candidates.

**Appendix IX – Request for Applicant to Provide Names and Telephone Numbers of Three Most recent Employers**

**//Department Letterhead//**

**To: Applicant**

**From: /Name/, Chair, Applicant Evaluation Committee**

**RE: Names and Telephone Numbers of Your Three (3) Most Recent Employers**

**I am pleased to advise that you have been tentatively identified for an on-campus interview for the position of \_\_\_\_\_ .**

**Del Mar College will conduct employer reference checks and background checks of applicants who are invited for an on-campus interview. Please assist us in this process by indicating your continued interest in being considered for this position and by providing the names and telephone numbers of your three (3) most recent employers/supervisors.**

**Please provide this information by \_\_\_\_\_ to contact point and mailing address. You may also send your response by facsimile at telephone number and mailing the original.**

**Upon receipt of this information you will be contacted regarding the scheduling of an on-campus interview.**

**Sincerely,**

-----  
**My three (3) most recent employers are:**

**1. Organization and name and telephone number: \_\_\_\_\_.**

**2. Organization and name and telephone number: \_\_\_\_\_.**

**3. Organization and name and telephone number: \_\_\_\_\_.**

**I understand that the college will conduct employer reference checks and background checks and voluntarily consent to these checks.**

**Signed: \_\_\_\_\_ Date: \_\_\_\_\_**



Applicant Evaluation Committee

**Rankings of On-Campus Interview and Optional Skills/Teaching Demonstration**

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

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

<b>Evaluation Committee Members</b>								
Applicant Names	Member #1:	Member #2:	Member #3:	Member #4:	Member #5:	Member #6:	Member #7:	TOTAL
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
16.								
17.								
18.								
19.								
20.								
<b>Initials of Evaluation Committee Members</b>								

Note: Total the Committee Members' rankings for each applicant. To be included, a committee member's rankings must be given for all applicants. The applicants with the lowest total rankings will be the top candidates.

**Appendix XI – Sample Forms**  
**(PER 001, PER 077, PER 013, PER 030, PER 101, PER 058)**  
**Page 37**

- [Position Justification \(PER 077\)](#)
- [Justification And Authorization For Externally Funded Positions \(GRA 102\)](#)
- [Personnell Advertisement Request \(PER 001\)](#)
- [Employment Telephone Reference Check \(PER 058\)](#)
- [Recommendation For Selection – Faculty, Exempt Positions \(PER 013\)](#)
- [Recommendation For Selection – Non Exempt Positions \(PER 030\)](#)
- [Employment And Change Of Status \(PER 101\)](#)

## Appendix XII

### RECOMMENDED TIMELINE FOR FACULTY RECRUITMENT AND APPLICANT EVALUATION

#### April 1<sup>st</sup>

Faculty departments submit recommendations for membership of standing Applicant Evaluation Committees (AEC) to Deans. Term of membership in standing AEC is August to following August.

#### May 1<sup>st</sup>

Deans approve recommendations for membership of standing AEC; submit membership list, via email, to VPI, AA/EEO, and HR

#### May 5<sup>th</sup>

VPI, AA/EEO, and HR review recommendations for membership of standing AEC and advise Dean/Chair of approval or request needed changes.

#### August/September

AEC assist department Chairs with content of PER 001, Request to Advertise. Educational and experience requirements must conform to minimum SACS requirements.

#### October 1<sup>st</sup>

Department Chairs submit **PER 077, Position Justification**, and **PER 001, Request to Advertise**, to Deans for approval.

#### October 5<sup>th</sup>

Approved PER 077/PER 001 forwarded by Deans to VPI, with copy to Dean, Administrative Services.

#### October/November 1<sup>st</sup>

Administration reviews/approves PER 077/PER 001 and forwards to HR.

#### November 7<sup>th</sup>

HR prepares/issues recruitment advertisement; places ads in journals, newspapers, etc. Prepares and forwards draft evaluation matrices to departments.

#### November/ mid-December

Standing AECs meet and finalize draft evaluation matrix and forward to HR. HR coordinates review of evaluation matrix with AA/EEO.

#### January 15<sup>th</sup>

Recruitment advertisements and acceptance of applications close.

#### January 15-31<sup>st</sup>

AECs schedule first meeting and required briefing by HR; subsequently obtain applicant listing and applications from HR and begin applicant evaluation in accordance with established process.

#### March 15<sup>th</sup>

AECs submit recommendations for applicant selection (**PER 013**) via Chair and Dean to HR.

Faculty departments submit recommendations for membership of standing Applicant Evaluation Committees (AEC) to Deans. Term of membership in standing AEC is August to following August.

**April 5<sup>th</sup>**

HR reviews, coordinate/resolve issue(s) with AECs as needed, completes background check, and forwards recommendation to VPI.

**April 10<sup>th</sup>**

VPI forwards recommendation to President.

**April 15<sup>th</sup>**

Selections made by President and PER 013 forwarded to HR; HR notifies Chair with copy of email to Dean, VPI.

**April 17<sup>th</sup>**

HR sends conditional offer of employment to selectee. Upon acceptance of offer, requests submission of **PER 101, Employment and Change in Status**.

**April 19<sup>th</sup>**

PER 101 forwarded for administrative approvals.