

CONDUCTING FAIR AND THOROUGH REVIEW OF CANDIDATES

Establishing selection criteria

- Establish a selection criterion which is job-related and taken from the position description. What are the basic qualifications that an applicant must demonstrate in order to be considered?
- Determine selection criteria in advance of the initial review of applications. What are the specific attributes or dimensions along which qualified applicants will be distinguished?
- Develop a template with your selection criteria before evaluating applications.
- Apply selection criteria equally to all applicants to ensure that each applicant is evaluated in the same manner.
- Evaluate candidates' entire application; don't focus on only one element. Do not eliminate any candidates because of committee biases. Beware of phrases such as, "He won't be happy here after being in the Ivy League" or "Her spouse will not be able to work here."
- Avoid commonly used but usually indefensible screening criteria:
 - Years of experience (age)
 - University/college/graduate reputation (hard to justify as job-related; may discriminate by race or gender)
 - Degree preferences (unless essential to successful job performance)
 - Uninterrupted periods of employment (which may adversely affect women in their childbearing years and persons with medical conditions or disabilities)
 - Recency of degree (age); if the criterion is education in a specific, recently developed sub-discipline, state the criterion in terms of the sub-discipline, not recency of degree.

Tips to Effectively Evaluate Applicant Resumes

- Ignore the applicant's name, address or personal information to limit subconscious biases.
- Attempt to ignore superficial issues such as style, paper or font in favor of content, unless such issues are directly related to the position for which they are applying.
- Check work experience for applicability to the position for which they are applying, length of time in each position, promotions or awards received; reason for leaving each position.
- Note gaps in employment, but do not assume they were caused by negative reasons.
- Note special skills (e.g. computer software, office equipment) and/or preferred qualifications.
- Note on a separate piece of paper any pertinent questions that arise when reviewing the resume
- Narrow the applicant pool to 8-10 candidates. If necessary, screen the top group again to further narrow down the candidates. Your goal should be to identify 5-7 candidates for on campus interview.

Prescreening

- Pre-screening can be conducted via a phone call or an e-mail. A telephone screening should be brief (no more than 10 minutes) ask questions that include salary expectations, availability and clarification on any important questions raised during your initial review of the resume. Ask if the candidate is still interested in being considered. Be prepared to answer questions about location, hours and next steps.
- An e-mail screen should be no longer than 3 to 4 questions about salary expectation, availability, and qualifications that make candidate strong match for position. Ask if the candidate is still interested in being considered. Be prepared to answer questions about location, hours and next steps. Hiring manager will send e-mail and receive all replies.