

## RÉSUMÉ REVIEW AND INTERVIEW IMPLEMENTATION PLAN

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

School/Division/Department: \_\_\_\_\_

Posting Number: \_\_\_\_\_

Completed by: \_\_\_\_\_

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

Indicate the recruitment action being taken*	Who is conducting the recruitment action?	Description of the recruitment action	What is the anticipated outcome from the recruitment action being taken?	What are the anticipated dates the recruitment action will be conducted?***

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**\* RECRUITMENT ACTION:****1. Résumé Review: Initial screening:**

- a. An initial screening of applicant materials conducted to ensure that applicants have all the qualifications specified in the posting, have submitted all required documents, and have fully completed their application. Consider the following questions when initially screening applicant materials:
  - i. Did applicant include all requested items (e.g. résumé, cover letter, professional reference list)?
  - ii. Did applicant respond to supplementary questions?
  - iii. Does applicant have minimum degree requirements for the position?
  - iv. Does applicant have minimum relevant certifications/licenses for the position?
  - v. Does applicant have the minimum relevant professional work experience?
  - vi. If applicable, does applicant have the equivalent combination of education, training, and experience in lieu of degree requirement?
  - vii. Does the applicant's salary expectation fit into our budget and market?

**2. Résumé Review: Identify highly qualified applicants:**

- a. Consider the following questions when conducting your second screening to identify highly qualified candidates:
  - i. Are candidate materials clearly written, proofread, and articulate a clear reasoning for applying to the position and an interest in GW?
  - ii. If applicable, review responses to posting specific questions. Are the responses articulate and well-reasoned?
  - iii. Does the candidate have relevant previous work experience needed for success considering their previous level of responsibility, role in previous organizations, achievements at previous organizations, and skills developed and demonstrated?
  - iv. Does the candidate meet the preferred qualifications?
  - v. Does the candidate relate their qualifications to aspects of the position?
  - vi. Does the candidate demonstrate he/she understands the position?

**3. Telephone Screening:**

- a. Brief (30-minute) interview (question and answer) to complement your evaluation of applicant materials and to get more information from applicants. The following are an example of questions that you could ask during the telephone screening interview:
  - i. Can you tell me a little about your professional background?
  - ii. Why are you interested in this position, GW, and higher education?
  - iii. Detail the scope and responsibilities of your current and/or recent position.
  - iv. What are your salary requirements?

**4. Interview Structures:**

- a. **In-person interview panel (structured):** An in-person interview panel (structured) brings together a group of **responsible** professionals (usually the search committee) who meet with individual candidate(s) to learn all they can about the candidate(s) through **pre-determined questions**. Department/ Divisions/Schools may consider paying for a candidate(s) travel costs to attend in-person panel interviews as funding permits and as appropriate to the position (for example, it is appropriate to pay candidates travel costs to attend an in-person interview panel (structured) for a difficult-to-fill executive classified position).
- b. **In-person interview panel (unstructured):** An in-person interview panel (unstructured) brings together responsible professionals (or their designees) to meet with candidates to learn all they can about the candidates through question and answers. These responsible professionals (or their designees) are asked to complete a candidate feedback form that is provided to the search committee chair to be used in assessing candidates. In cases where multiple stakeholders have been identified to participate in the interview process, an in-person interview panel (unstructured) format can ease scheduling challenges.
  - i. An example of in-person interview panel (unstructured): A representative (or their designee) from the following groups are invited to attend one of two in-person interview panel (unstructured) sessions to meet the candidate(s) for the Dean of Student: the Dean of Students, Office of General Council, External Relations, Operations, Diversity and Inclusion, Human Resources, EVPT, Law School, Greek Life, Multicultural Student Services Center, Residence Association, and the Student. Representatives who attend are asked to complete a candidate evaluation form and submit to the search committee chair.
- c. **Video-conferencing interview:** Video-conferencing tools (e.g. Skype) can be used when candidates are unable to attend in-person panel interviews due to distance or when recruitment travel funds are limited. The cons of using video-conferencing technology include the following: technical issues (quality of camera, microphones, and internet connections), camera angles can reveal distracting backgrounds, downloading of new software; and loss of visual cues (e.g. eye contact, enthusiasm).

- d. **Airport interviews:** In-person panel (structured) interviews are conducted at an airport hotel not too far from the campus. Meeting at an airport enables a large number of candidates to be interviewed in a short period of time and improves confidentiality. At the conclusion of the airport interviews, a more limited number of candidates are invited to campus for additional in-person interviews. Airport interviews are effective for executive, high level individual contributor or high level management positions where large numbers of highly qualified applicants are identified. Airport interviews are generally part of the process of executive search firms but can be costly as travel costs are paid by the School/Division/Department.
- e. **Campus visit:** Candidates are invited to campus for a full day of activities. The itinerary may include panel interviews, a presentation, lunch with hiring manager or other stakeholders, question and answer with direct reports, and office/department/campus tour. Campus visits are an effective tool for observing a candidates interaction and comfortability in a variety of environments. Campus visits also allows the candidate to get a more authentic experience of what it would be like to work in the GW environment. Campus visits can be costly and challenging to schedule. This process should be limited to executive, high level individual contributor, or high level management positions.
- f. **Presentation:** Candidates are asked to prepare and deliver a presentation on a pre-determined topic to a group of stakeholders. Evaluations of the presentation are submitted to the search committee chair and used as part of the candidate evaluation process. Presentations are an effective assessment tool for identifying a candidate's ability to synthesize information, write, and speak publicly. Presentations can be combined with an in-person panel interview (structured or unstructured) or can be incorporated into a candidates campus visit day.

\*\*When planning a timeline of anticipated dates of recruitment actions, determine the potential start date for the candidate, and then work backward.

**EXAMPLE OF A SUMMARY OF ACTIVITIES CORRESPONDING TO THE RÉSUMÉ REVIEW AND INTERVIEW IMPLEMENTATION PLAN:**

**1. INITIAL RÉSUMÉ SCREENING (JANUARY 25 - JANUARY 27)**

- a) Narrow applicant pool to 15-20 applicants for consideration
- b) Conducted by John Doe and Jane Smith

**2. RÉSUMÉ SCREENING TO IDENTIFY HIGHLY QUALIFIED APPLICANTS (JANUARY 28 - JANUARY 29)**

- a) Narrow applicant pool to 10-15 applicants for consideration
- b) Conducted by John Doe and Jane Smith

**3. TELEPHONE SCREENING (FEBRUARY 1 - FEBRUARY 5)**

- a) Identify 5-10 candidates to an in-person panel interview
- b) Conducted by John Doe and Jane Smith

**4. SEARCH COMMITTEE IN-PERSON PANEL INTERVIEWS (FEBRUARY 8 - FEBRUARY 26)**

- a) 60-minute question-and-answer interview
- b) Identify 1-3 finalist(s) to be invited to in-person interview with hiring manager

**5. HIRING MANAGER IN-PERSON INTERVIEWS (FEBRUARY 29 - MARCH 4)**

- a) 60-minute one-on-one discussion and/or question-and-answer interview
- b) Identify one (1) selected candidate and a runner-up

**6. HIRING MANAGER DECISION (WEEK OF MARCH 7)**