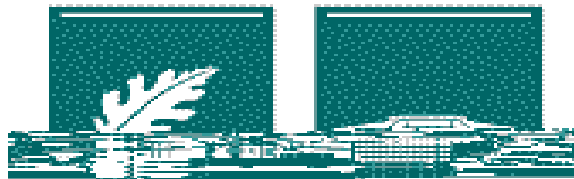


***West Valley-Mission Community College
District***

Faculty Recruitment and Selection Procedures



**Prepared by the Human Resources
Department in Collaboration with the Mission
and West Valley Academic Senates
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Table of Contents

	PAGE		
Introduction	1		
Step 1 – Recruitment Approval	1		
Step 2 – Establish Committee and Committee Chair and Responsibilities of Committee and Committee Chair	1		
Establish Committee	1		
Selection of Committee Chair	2		
Submission of Faculty Committee	2		
Committee Member Responsibilities	2		
Committee Chair Responsibilities	3		
Step 3 – Preparation of Job Announcement	3		
Step 4 – Recruitment Advertising	4		
Step 5 – Developing Paper Screening Criteria and Rating Form	4		
Developing Paper Screening Criteria	5		
Final Approval	5		
Step 6 – Interview Preparation Developing the Interview Criteria, Interview Questions, Teaching Demonstration, and Rating Mechanism	6		
Interview Preparation ()] T J T *			3
Il – a p e r S c r e F T			

Step 12 – Reference Checking Process	16
Reference Check Component	16
Reference Checking Period	16
Responsibility of Making References	16
Reference Checking Steps	17
Step 13 – Recommendation of Employment	18
Step 14 – Finalist Interviews	18
Step 15 – Job Offer	19
Step 16 – Appointment	20

APPENDICES:

INDEX

Appendix A – Personnel Requisition and Recruitment Form	1
Appendix B – Committee Members	2
Appendix C – Recruitment Advertising Plan	4
Appendix D – Paper Screening Document	4
Appendix D-1 – Interview Criteria and Questions	6
Appendix E – WVMCCD Application Pre-Screening Form	9
Appendix F – Applicant Flow Chart	9
Appendix G – Individual Committee Member Ranking Form	10
Appendix H – Committee Composite Ranking Form	11
Appendix H-1 – Committee Composite Ranking Form (Page 2)	11
Appendix I – Interview Appointment Letter Sample	13
Appendix J – Academic Salary Guidelines (Contract & Tenure Faculty)	15
Appendix J-1 – Active Faculty Fringe Benefits	15
Appendix K – Deliberation of Finalists – Committee Composite Rating (Optional Form)	15
Appendix L – Applicant Reference Check	16
Appendix M – Academic Employment Application (Last Page)	17
Appendix N – Faculty Recommendation for Employment	18
Appendix O – Request for Candidate Reimbursement	19

Faculty Recruitment and Selection Procedures

8. Committee members may be substituted during the process as long as it is acceptable to the committee and diversity and inclusiveness are maintained as noted above. If the composition of the committee is changed (resignations, etc.), the committee must be recertified by the Academic Senate, appropriate Vice President, and the Human Resources Department.
9. The committee must be approved by the Academic Senate.

B. Selection of Committee Chair

The committee chair will be a faculty member selected by the committee members at the first committee meeting.

C. Submission of Committee Form

When the committee has been established, complete the Committee Members form (**Appendix B**) with Academic Senate and appropriate Vice President approvals prior to submission to Human Resources.

D. Committee Member Responsibilities:

1. Demonstrate objectivity, fairness, and equality of treatment of all applicants
 2. Commitment to the process
 3. Maintain the integrity of the process
 4. Strict confidentiality of the process which means no discussion outside of the committee to include, but is not limited to, releasing the names of applicants, numbers of applicants and finalists, where the applicants work, their degrees, etc. There will be no side discussions of applicants and their qualifications outside of the full committee's participation. What occurs in the selection process stays within the committee before, during and after the selection has been made. The exception to this regulation is when a committee member or step in the process is not being followed appropriately by the process itself.
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E. Committee Chair Responsibilities:

1. Provide active leadership in the steps of the selection process (paper screening, interviews and reference checking)
2. Keep all recruitment and selection documents in a secure location during paper screening and between interviews
3. Organize and manage committee's operation
4. Ensure the steps of the process are followed
5. Notify the Human Resources Department of procedural errors to request guidance and direction
6. Submit of all documents used in the selection process to Human Resources
7. Coordinate interviews to include dates, times and location
8. Work closely with the college Administrative Specialist for Personnel and the Human Resources Specialist – Recruitment

STEP 3 – Preparation of Job Announcement

Administrative Specialist:

1. The college Administrative Specialist for Personnel will send a job announcement template and job description to the committee chair. If available, the previous job announcement will also be provided.
2. The college Administrative Specialist for Personnel will also provide each committee member with a copy of these procedures.

Committee: All hiring committee members will work collaboratively to:

1. Develop the job assignment (subjects to be taught or specific assignment, etc.)
2. Review the minimum qualifications to ensure accuracy with the established Statewide and District Minimum Qualifications List; the minimum qualifications cannot be changed at this stage of the process.
3. Identify any desirable qualifications. Although you may develop desirable, etc. qualifications, they cannot be changed at this stage of the process.

A. Developing Paper Screening Criteria

To ensure that all committee members understand how and what to evaluate and to ensure consistency among the committee in the paper screening process, you are encouraged to establish standard paper screening criteria pertinent to the position. If you asked the candidates to complete supplemental questions, these must also be included in the paper screening document. The following are examples that can be modified to meet other non-teaching faculty assignments:

1. Preparation to teach pre-associate degree through transfer level courses (as demonstrated in breadth / depth in coursework, research, other skills or job-related experiences)
2. Exposure to teaching techniques (as demonstrated in educational courses, experience, workshops, internships, tutoring or other preparation)
3. Written communication skills (as demonstrated in presentation of application materials)
4. Knowledge of multiple teaching methods (as demonstrated by exposure to teaching techniques through educational courses, experience, workshops, or other preparation)
5. Sensitivity to diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students (as demonstrated in application explanation and other documents)
6. Participation in co-curricular / professional growth activities to enhance the classroom learning experience (as demonstrated in student activities, professional groups, extra-curricular activities, travel, professional organizations or published works)
7. Involvement in other activities to promote, encourage and deliver instruction using methodologies in addition to lecture such as online education (as demonstrated in application materials)

You may not evaluate the candidates on where they obtained their education, on the number of degrees they possess, and how many years of experience they possess as none of these are proven examples of competency. Any strength(s) of the candidates to measure desirable qualifications can be addressed in the above paper screening criteria.

Once you have determined the paper screening criteria, develop the rating mechanism to be used, such as a scale from 0 to 5 with 5 being the highest possible score or 0 to 10 with 10 being the highest. You may also want to give weight to one or more paper screening criteria. For example, you may want to have more emphasis on “prepare to teach pre-associate degree through transfer level courses” than “written communication skills.” Therefore, the weighting might be 0-5 x 2. Keep in mind that all of the paper screening criteria are important when selecting a faculty member who will be successful, including the sensitivity criteria. After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome.

Submit documents to the college Administrative Specialist for Personnel who will review and forward to the Human Resources Department.

B. Final Approval

The Associate Vice Chancellor of Human Resources or designee will have final approval of the paper screening document. The Associate Vice Chancellor of Human Resources may modify or delete selection criteria that may be perceived as bias. For example, if the criterion is “possesses community college experience,” this will be deleted. No analysis has been completed to determine that prior community college experience is a predictor of an excellent teacher. Nor has it been determined that the criteria does not have an adverse impact on the under represented, women, and the disabled. The

The committee may not revise the paper screening form after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

STEP 6 – Interview Preparation, Developing the Interview Criteria , Interview Questions, Teaching Demonstration, and Rating Mechanism

A. Interview Preparation

There are several business items the committee must decide upon prior to the actual interviews which may have an impact on developing the interview criteria and deciding on the teaching demonstration.

1. Tardiness of candidates: The committee must decide if they are going to accept the late candidate for an interview at the time they arrive or later in the day, another day or not at all. The committee is encouraged to ask for a reason for the tardiness because it may be legitimate reason such as a freeway traffic accident. You are encouraged to accommodate the candidates with legitimate reasons because you are limiting your qualified pool. Be consistent in the treatment of all candidates.
2. Determining the teaching demonstration: Give considerable thought to include the topic, the location of the interviews to ensure there is adequate space to give the teaching demonstration, chalk board, PowerPoint available equipment, overhead projector, etc.
3. First and finalists interviews: Plan tentative dates with all committee members present to ensure a timely process. Allow time for the review process by the Vice President and Human Resources to occur plus ten days notification to the candidates to make arrangements to participate in the interviews. Be flexible as we want to hire the best candidate for the position.

take initiative in co-curricular activities...” Keep in mind that all of the above are equally important when selecting a faculty member who will be successful, including the sensitivity criteria. After you have developed the rating mechanism and any weighting, please review the ratings in totality to ensure that you are satisfied with the outcome. Caution: Sometimes weighting may result in the teaching demonstration having more emphasis than the oral interview. In the case of physical education positions with two demonstrations, one teaching and one coaching, it is easy to inadvertently place more weight on the demonstrations than the oral interview.

F. Submission of Documents

Submit a typed or emailed document to include the interview criteria, the specific questions to address the criteria, teaching demonstration evaluation and criteria, and rating mechanism to the college Administrative Specialist for Personnel who will forward the information to Human Resources.

The form must include a place for the candidate’s name, plenty of room to take interview notes, a line for each question score, the total score, a place for the rater’s signature, and date. The following is an example:

Criteria: Knowledge and background preparation to teach the subject matter	Rate 0-5
Sample Questions:	
1. Please describe how your background and experience has prepared you to teach _____.	_____
2. What have you done recently to keep current in your field?	Rate 0-5 _____

The last question of the interview should include the opportunity for the candidate to ask questions about the position. This question is unrated. They may ask when a selection is to be made, etc. Do not give specific dates. If a tentative date has been determined, you may provide the date so they can be prepared. Tell them that if they are selected for a second interview, they will be notified verbally. Candidates not selected for a second interview will be notified in writing by Human Resources.

The committee may not revise the interview criteria, interview questions, etc. after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

The applications will be released to the interview committee upon submission and approval of the paper screening and interview forms to the Human Resources Department.

STEP 7 – Human Resources Review of Initial Applicant Pool and Minimum Qualifications

When the recruitment has closed, Human Resources will analyze the initial pool of applicants to determine if the applicant pool meets the expected representation as required by Title 5. The recruitment for the position may be extended for further outreach. If this does not occur, the applicant pool meets or exceeds the expected representation and the selection process may move forward. The

recruitment may also be extended due to an inadequate number of applicants based on employment trends for the discipline. The Human Resources Department will also analyze the recruitment plan.

If the initial pool meets the expected representation, the Human Resources Department will screen the applications using the WVMCCD Application Pre-screening Form (**Appendix E**) for minimum qualifications and identify those who do not meet the minimum but may meet equivalency. Screen the equivalency applicants in the same manner as those meeting the minimum qualifications. If the equivalent candidate is selected for an interview, the documents will be reviewed by the Equivalency Committee prior to interviews. Human Resources will release all applications meeting the minimum qualifications and those who may meet equivalency. It is the committee's responsibility to paper screen all applications provided for screening. Every committee member must complete a paper screening form for each application.

The Human Resources Department will develop an Applicant Flow Chart (**Appendix F**) for each recruitment to record a history of the applicants during every phase of the selection process.

Late and / or incomplete applications will not be forwarded to the committee. Upon request, the committee may review them, but the committee may not screen the applications or contact the candidates for any reason.

STEP 8 – Committee Paper Screening

A. Paper Screening Information

The committee may not revise the paper screening form after submission to Human Resources. If there is a problem, contact the Human Resources Department for assistance.

Each committee member will paper screen each applicant. It is not the committee's responsibility to re-determine if an applicant meets minimum or equivalent qualifications. There are exceptions to this rule and they are:

- The committee member becomes ill and cannot participate in order to meet the selection timeline of the committee.
- One of the committee members is a student or someone outside the District and cannot meet the selection timeline of the committee.

The committee must agree to the exceptions. Any exceptions must be noted when submitting the paper screening paperwork.

If the applicant pool is small, the committee may agree to bypass the paper screening process and interview all applicants. If this is the case, the committee chair should send an email to the Administrative Specialist for Personnel. However, the committee members should attempt to review each application prior to the interview day.

B. Conflict of Interest

If during the paper screening process a committee member has a conflict of interest with one of the applicants, the committee member must excuse him / herself from the committee at this time. The committee member may no longer participate in the selection process. It is not acceptable for the committee member to paper screen all other applicants and excuse him / herself from paper screening

the one applicant for which the committee member has a conflict. If this occurs, the paper screening process has been compromised. The committee member may be replaced.

A conflict is when the committee member recognizes by verbal notification or in the paper screening process that an applicant is a family member or close friend that compromises the committee member in making an unbiased decision in the selection process. A conflict is also when you know a lot of negative information about an applicant that impairs your objectivity to assess the applicant fairly. The committee member must notify the committee chair immediately.

The committee must meet to discuss the conflicts (not the specifics, such as: the negative information to further compromise the applicant by the other committee members) and make a decision to replace or not replace the committee member. The decision must be unanimous. If the committee decides to keep the committee member and the conflict is because the applicant is a family member or close friend, a written notification must be sent to Human Resources to document to the file.

Note: It is inappropriate to be sharing any information (negative or positive) you may know or think you know about a candidate. Use the reference check process to validate the character and work ethic of the candidates.

C. Paper Screening Method

The method of using total points as we have used in the past has many problems and may no longer be used. The following are examples of problems with the total point method:

- The method provides the opportunity for committee member bias to occur; for example, if two committee members want a particular candidate they will rate high to improve the applicant's chances of being interviewed.
- This method also can work in reverse. If committee members are not interested in a particular candidate, they will give the person a low score. This particular method is more difficult to defend in litigation because of potential bias.

Individual Committee Member Ranking:

Each committee member adds up the score of each applicant and then ranks each applicant, for example 0 to 10 if there are ten applicants. There can be no ties in the process. The simplest way to resolve the ties is to reassess applicant scores.

If you feel you cannot avoid ties, the following method must be used. If there are 10 applicants and a committee member has a tie score for #1, the committee member may break the tie by re-evaluating the score or breaking the tie numerically. Since there are two top candidates with the same score, in reality they occupy positions #1 and #2; therefore each receive a ranking of 1.5 and 1.5 (position 1 plus position 2 = 3 divided by 2 people who have a tie vote = 1.5 each). The next applicant would receive a 3 because the 1st and 2nd slots are already taken. This same process can be used if there were three (or more) people. For example, three people have a top tie score, their rankings by the committee member using the same formula would be 2 ($\#1 + \#2 + \#3 = 6$ divided by 3 applicants = 2). The next top rated candidate would receive a ranking of #4 because the 1st, 2nd, and 3rd slots are already taken.

The committee must complete the Individual Committee Member Ranking Form (**Appendix G**) and attach all interview forms and submit to the Committee Chair.

Committee Composite Ranking:

After the individual scores are completed by each committee member, the committee chair completes the Committee Composite Ranking form (**Appendix H and H-1**) based on each committee members rankings. The applicant with the lowest score is the top candidate by the committee. This process may eliminate the differences between committee member's individual rating methods, may provide a clearer picture of the applicants to be selected for an interview, may avoid rater bias, and is potentially more defensible if the District is challenged.

D. Paper Screening Deliberation Process

The committee chair will share the results of the composite committee rankings with the committee. The committee members will discuss the applicants as related to the pre-approved paper screening form.

The deliberation process has the potential to include other inappropriate discussions that are taken into consideration in the decision making process. The following are examples of inappropriate matters to avoid:

Avoid discussions concerning:

- Additional paper screening criteria not included in the pre-approved form
- Discussions of race, gender, sexual orientation, and disability
- Personal bias
- Information you have heard or know about an applicant
- An applicant's responses to the questionnaire

Faculty Recruitment and Selection Procedures

people meet the minimum qualifications, the committee should be inviting more than 5 candidates. Furthermore, inviting only 5 may result in fewer actually accepting your invitation limiting your candidate pool.

The Vice President or the Associate Vice Chancellor of Human Resources may require that the committee interview more than five candidates in an effort to ensure equal opportunity employment and to ensure the committee is making a concerted effort to employ the best qualified person. Furthermore, if the process is compromised in any way, the Associate Vice Chancellor of Human Resources has the authority of the Chancellor to stop the process at any time.

Faculty Recruitment and Selection Procedures

- arrange for contacting the candidates; mail a confirmation to the candidates of the interview date, time, location and the specific teaching demonstration, a map and a parking permit; attach a copy of the confirmation to the candidate's application (**See Appendix I**);
- include any information pertinent to the teaching demonstration that the candidates may request, such as equipment needed for teaching demonstration;
- prepare a clean copy of the interview questions that do not show selection criteria and rating mechanism for the candidates to review on the day of the interviews;
- review the Human Resources pre-screening form attached to the application to see if the candidate is required to bring additional documentation to the interview. If so, remind them at the time of interview notification and in the confirmation letter;
- arrange for a contact person to have the candidates report to;
-

consideration as part of the evaluation of the candidate. The committee chair is to keep this information in their possession to be returned to Human Resources with a note of explanation.

B. Committee Interview

All candidates are on a level-playing field, meaning no consideration is given in the interview process for the paper screening process. In other words, you cannot give candidates points on their application presentation and content.

1. Preliminary:

- The committee should have a copy of the job announcement and a copy of the interview questions for the candidate to refer to, if necessary.
- Welcome the candidate and thank him / her for their interest in employment in the District. The committee should introduce themselves. It is also helpful if there are name plates for each committee member.
- Explain the interview process: Such as how the questions will be asked, indicate the committee will be taking notes and may not have direct eye contact but to feel assured the committee is listening carefully to everything they are saying.
- Tell them they may refer to the interview questions at any time during the interview.
- Tell them they will have an opportunity at the end of the interview to ask questions.
- Refer to the actual Human Resources pre-screening form attached to the front of the application to see if HR included any directions for the committee chair such as obtaining a signature on the application or requiring additional documentation to be submitted at the time of the interview. If this is appropriate, please follow-up.

2. Interviews:

Note: Candidates may have jotted down a couple of notes when previewing the interview questions. Do not be alarmed as this is acceptable. However, please retrieve these notes before they leave the interview. This excludes any handouts provided for the teaching demonstration, which may include lesson plans, etc.

Now that the preliminary procedures are completed, the committee may conduct the interviews assuring every applicant is asked the same questions.

If interviews are conducted on more than one day, the committee chair is responsible for retrieving the interview screening forms from the committee members and keeping them in a secure location until the interviews resume.

After each interview, the committee is encouraged not to discuss the candidates. This dialogue can be perceived as a mechanism to insert individual biases about candidates into the process. Each committee member has the responsibility to evaluate each candidate from his / her own perspective and not to be influenced by others. Everyone will have an opportunity to discuss the candidates during the deliberation process.

Every committee member must complete an interview form for each candidate. You are encouraged to keep job-related notes on the candidate's responses. If you do not keep notes on the interview form and you use other paper, the document must be attached to the interview form and submitted to the committee chair at the appropriate time. In the event of any challenge to the committee's process, the committee member may have to provide specific points as to why he / she gave one candidate a 5

rating and another candidate a 2 rating. After a long period of time, it is unlikely that you will remember every detail and the committee's process could be suspect.

At the close of the interviews, give the candidates an opportunity to ask questions. Before they leave, provide them with a copy of the Academic Salary Guidelines (**Appendix J**) and Benefit Information (**Appendix J-1**). Let them know that second level (finalist) interviews are customary. We also suggest you provide them with a copy of the salary schedule which is available on PARIS. **Note: Second level interviews are not required for associate faculty positions.**

If a candidate wants to give you documentation during or after the interview with the exception of lesson plans for the teaching demonstration that was not requested by the committee in advance to all candidates, you can respond in one of two ways: Accept the information and say thank you or tell the candidate in fairness to all candidates, we cannot accept the documents. If you accept the information, the committee chair is to keep the information in his/her possession which is not to be shared with committee members or used in the deliberation process.

Teaching demonstration: You may accept documents given to you that are specifically related to the teaching demonstration such as a lesson plan. This does not include former student evaluations or the candidate's personal philosophy of education.

Important Note:

- **The committee members may not duplicate the interview forms or any attached documentation for their records. These documents are confidential District records.**
- **Video teleconferencing interviews are not available.**

3. Deliberations:

The committee may follow the same process outlined in Step 8, which includes the completion of individual committee member ranking forms (Appendix G) and the committee chair completing the committee composite ranking form (Appendix H & H-1).

The committee may choose an alternative method in a joint meeting as follows:

- Each committee member shall identify their top five candidates in ranked order. There can be no ties.
- The committee chair shall complete the Deliberation of Finalists – Committee Composite Rating form (**Appendix K**). You may also use the Committee Composite Ranking Form (Appendix H) instead of the Deliberation of Finalists (Appendix K) to list your top five candidates.
- After the top five candidates of all committee members have been included on the form, a counting is conducted of how many votes each candidate received.
- The committee must decide based on the votes each candidate received how many candidates are finalists of the committee.

Whatever process the committee uses, the candidates must be discussed. The strengths and weaknesses (**Appendix N-1**) of the finalists must be developed. In addition, you must develop a brief rationale for each finalist to be included in the Recommendation of Employment form (**Appendix N**).

The deliberation process is very important. You will be selecting finalists who meet all of the interview criteria. The dialogue must be job-related and there must be no discussion about race, gender, cultures, and / or disabilities of the candidates. The goal is to hire the best qualified person that meets all of the pre-determined interview criteria to include sensitivity to the diversity of our students. If he /

Faculty Recruitment and Selection Procedures

1. All questions must be asked of each reference for each finalist; do not skip over questions, ask them all. Do not add your own questions.
2. If several people are involved in the process, one person must call all references for one finalist. Do not split up reference checks for each candidate as at least one committee member must see all references for the finalist.
3. Three references are required from current and former supervisors.
4. If you are unable to reach a reference after trying several times, complete the reference checking form and make a notation.
5. If you contact a reference and they refuse to give you one, complete the reference checking form and make a notation. Try to explore why; this may be a red flag.
6. Include all comments, both positive and negative; we must obtain a balanced reference.
7. If you have a negative reference, you may want to conduct more than three references to assure a thorough reference.
8. Submit all completed successful and unsuccessful reference checking forms.

D. Reference Checking Steps

1. Review the Reference Release section located on the last page of the employment application (**Appendix M**) and follow the directions of the finalist. The finalist has either provided a release to contact all and current supervisors or to notify them first before contacting references. If the finalist has selected the latter, notify the finalist and indicate that you are in the next phase of the selection process and you are going to begin calling references.
2. If the finalist adds a notation to this section that says not to call his / her current supervisor, you may honor their request at this time. However, you need to inform the finalist that if he / she is the finalist candidate after the second interviews, that the current supervisor must be contacted to complete the reference checking process. This step will be completed by the President.
3. Call three supervisory references located in the "Experience" section of the employment application. In some cases, the finalist has not worked at three different organizations. For example, you may have to contact former master teachers where they interned or worked part-time in college, or contact a person where they volunteered, etc. You may have to become creative in obtaining your references.
4. If the finalist does not provide names and phone numbers of supervisors, contact the finalist to let them know you are completing the next phase of the selection process and you are going to call references and you need to obtain names, titles and phone numbers of current and former supervisors.
5. Character references cannot replace supervisor references when there are current and former supervisors listed in the "Experience" section.
6. In some situations, the supervisor is deceased, no longer working at the business, or the business is defunct. In these cases, you may have to speak to another colleague or another supervisor who knows of the finalist and their work ethic.
7. It is acceptable to obtain references via email and FAX. If one of these options is selected, send them a copy of the reference check form because we want them to answer the same questions as any other reference. For example, it is not acceptable to simply email a statement concerning the finalist.

Faculty Recruitment and Selection Procedures

8. Document employment history, obtain the name, job title, and name of the organization of the reference you are seeking. Compare this information to the work history provided in the employment application. Is it the same? Clarify, if necessary.
9. Do not expect to complete the reference checking in one day; it may take several days to complete a thorough reference check for a finalist.

STEP 14 – Finalist Interviews (Second Level) for Regular Faculty (excludes associate faculty)

Note: Finalist interviews may take place after some of the references are completed and others in progress. However, no job offer will be made until a thorough reference check process is submitted acceptable to Human Resources for the selected candidate.

The finalists interviews are conducted by the President or designee's selection committee for all full-time contract faculty positions.

The faculty committee chair or designee shall sit on the finalists interviews and participate with the President to recommend a candidate.

The President is responsible for identifying the selection criteria, the interview questions, and the rating

