I. Purpose:

The purpose of a telephone interview is to identify the top candidates you want to pursue. Telephone interviews are an efficient and effective method for reducing the candidate pool to those most qualified and whose personal attributes fit the culture of the department and Adams State University.

The brief interview can be used to explain the job in more detail, gauge the candidate's interests, clarify the candidate's work history and experience, and answer their questions.

II. Planning:

- Set up appointment with candidate, providing at least one week's notice. Make sure the number at which you reached the candidate is the number to be called for the interview. Also, coordinate the interview with the availability of committee members.
- Schedule the interview call for no more than 30 minutes.
- Determine if all committee members will participate in the interviews or if only one or certain members will be asking questions. Regardless, all committee members must be present for the interviews and all must be introduced.
- Review the candidate's application materials including any references prior to interview.
- Prepare questions. All candidates should be asked the same questions. Determine the order of questions to be asked.
- Reserve a conference room and test equipment (speaker phone). Make sure there are no conflicts with the room or interruptions. All pagers and cell phones must be turned off.
- Review evaluation instrument or rating form with committee prior to the interview.
- Keep in mind that the lack of non-verbal communication is a limiting factor for both the committee and the candidate.

III. Conducting the Interview

- Call candidate at the scheduled time.
- Introduce committee to candidate and briefly explain the interview process.
• The following is one model of how best to structure a 30 minute interview:

<table>
<thead>
<tr>
<th>TIME</th>
<th>PURPOSE OF QUESTION</th>
<th>SAMPLE QUESTION</th>
</tr>
</thead>
</table>
| 5 minutes| Verify information from resume           | 1. Why did you make that move?  
2. How long did you hold a particular position? |
| 18 minutes| Determine qualifications, interest in job and fit | 1. What attracted you about this position?  
2. Tell us about a time when... |
| 4 minutes| Answering questions from candidate        | 1. What questions do you have for us? |
| 3 minutes| Next step                                | We will be interviewing more candidates. You will be hearing from us in... days. |

### SAMPLE QUESTIONS

• Why are you interested in this position? What qualifications make you a good fit for this position at Adams State University?

• What is the most useful constructive feedback you have received and how have you applied it?

• How would you describe your interaction with students?

• Describe your understanding of Adams State University’s mission of Inclusive Excellence, and how it relates to your goals.

• Describe your experience working with diverse student populations.

### IV. Dealing with Internal Candidates

• Regardless of the position and the person’s connection with Adams State, internal candidates should be treated in the same manner as all other candidates.

### V. Sample Telephone Evaluation Form
Candidate’s Name______________________________

Date of Interview____________________________

Position Interviewed for________________________

1. Candidate’s Strengths:

2. Candidate’s Weaknesses:

3. Does the candidate have experience working with diverse student populations, or did they indicate an interest in doing so?

4. Describe your level of satisfaction with candidate’s responses to questions asked? Which questions, if any were left unanswered?

5. Does the candidate appear to be able to perform the job?

6. What reservations, if any, do you have about the candidate’s ability to succeed at Adams State?

7. Other comments:

8. What do you rank this candidate in relation to the other candidates who have been interviewed?

Name of Individual Completing Form______________________________
VI. Reasons for Disqualifying Candidates

• The candidate did not address diversity in their comments.
• Communication skills did not meet expectations.
• Degree requirements are not complete.
• The candidate has insufficient experience for the position.
• The candidate did not respond to questions.
• The candidate exhibited undesirable or unacceptable behavior or comments.
• Based on candidate's responses, candidate would not be a good fit.
• Salary is unacceptable to candidate.
• The candidate withdrew from consideration.

VII. Potential Pitfalls with Telephone Interviews

• Failure to plan adequately and ask the right questions in the limited time allotted.
• Failure to be sensitive to diversity. Have you made every reasonable attempt to screen for inclusion rather than exclusion?
• Lack of attractive candidates after telephone interviews. You have screened out viable candidates and may now have a failed search. The committee needs to go back to early stages of search to see if any flaws in process might be responsible for lack of good candidates.

VIII. ELIMINATION OF CANDIDATES:

• If a candidate is eliminated, they need to be issued a well-written personalized letter. Candidates genuinely appreciate an indication of the reason they were eliminated from the pool.

(Comments by committee members are a matter of opinion)

Comment [3]: Contribute positively to the vision of the program (?) Further the mission to increase access and retention of at risk students? of the university as an HSI? If the latter, then the more blatant line of “did not address diversity” might be able to be omitted.