

## Developing Selection Criteria

Selection criteria must be based on the 'Education and/or Experience' and 'Other Skills and Abilities' requirements (and desirables, if applicable) from the job description. There are a number of ways to organize the information gathered in the application/interview process.

If requested Human Resources will work with the hiring department to develop and include pre-screening questions to the job posting. The pre-screening questions assist the department in making determinations for reviewing applications on criteria that are easily determined from an application, resume, and/or cover letter, such as education (high school diploma, bachelor's degree, etc) or a combination of education and experience. If there are other quantifiable requirements, they are also part of this process. Requirements based on computer skills are usually not prescreened because they may be difficult to determine from documents submitted.

NOTE: All interview questions must be approved by Human Resources before interviews are scheduled. Interview questions can be submitted via email. A 'Guide to Conducting Interviews' (contains information about conducting the actual interview and suggested interview questions) is available at <http://www.admin.mtu.edu/hro/forms/guidetoconductinginterviews1-2005.pdf>). Department should also check out 'What You Can and Can't Ask' (available at <http://www.admin.mtu.edu/hro/forms/whatyoucanandcantasklongversion8-12-04.pdf>) to be sure that questions meet appropriate guidelines.

### **SAMPLE #1**

#### **EDUCATION and/or EXPERIENCE:**

##### **REQUIRED:**

High school diploma, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired.

Five years progressively responsible secretarial/clerical experience.

Three years experience using personal computers and basic software packages.

Experience using advanced features of word processing applications such as utilizing columns or tables, sorting, mail merge, or creating macros.

Experience using advanced features of spreadsheet/database applications such as creating macros, using cell range names, or using the file extract/combine feature.

##### **DESIRABLE:**

Post-high school training in advanced secretarial practice.

Office management experience.

Experience with desktop publishing software (e.g. Framemaker).

BANNER experience and training; email and web experience.

Experience working in an academic department.

#### **OTHER SKILLS AND ABILITIES:**

##### **REQUIRED:**

Excellent interpersonal, customer service, and oral/written communication skills.

Excellent organizational and prioritization skills.

Demonstrated excellent decision making capabilities.

Demonstrated ability to expeditiously handle simultaneous requests with accuracy and attention to detail.

Demonstrated ability to use good judgment in determining matters of importance.

Demonstrated ability to take the initiative and solve problems.

Demonstrated knowledge of proper grammar, spelling, and punctuation.

Human Resources would forward applications based on the first three required criteria. The department determines whether or not a candidate meets the remainder of the qualifications through the interview process. Departments may ask applicants to provide a portfolio of products or projects. If certain computer skills are required for the position, a department may choose to administer a test along with the interview.

One way of organizing information gathered during the interview process is shown below.

**SAMPLE #1**

- = meets criteria
- ◎ = minimally meets criteria
- = does not meet criteria

	Candidate #1	Candidate #2	Candidate #3	Candidate #4
<b>REQUIRED:</b>				
High school diploma, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired. (HR screen)	●	●	●	●
Five years progressively responsible secretarial/clerical experience. (HR screen)	●	●	●	●
Three years experience using personal computers and basic software packages. (HR screen)	●	●	●	●
Experience using advanced features of word processing applications such as utilizing columns or tables, sorting, mail merge, or creating macros.	●	◎	●	●
Experience using advanced features of spreadsheet/database applications such as creating macros, using cell range names, or using the file extract/combine feature.	●	●	●	◎
<b>DESIRABLE:</b>				
Post-high school training in advanced secretarial practice.	●	○	●	○
Office management experience.	◎	●	●	◎
Experience with desktop publishing software (e.g. Framemaker).	●	◎	◎	●
BANNER experience and training; email and web experience.	◎	○	●	●
Experience working in an academic department.	●	○	●	○
<b>OTHER SKILLS AND ABILITIES:</b>				
<b>REQUIRED:</b>				
Excellent interpersonal, customer service, and oral/written communication skills.	●	◎	●	●
Excellent organizational and prioritization skills.	●	●	●	○
Demonstrated excellent decision making capabilities.	●	●	●	◎
Demonstrated ability to expeditiously handle simultaneous requests with accuracy and attention to detail.	●	◎	●	◎
Demonstrated ability to use good judgment in determining matters of importance.	●	●	●	●
Demonstrated ability to take the initiative and solve problems.	●	●	●	●
Demonstrated knowledge of proper grammar, spelling, and punctuation.	●	◎	●	◎

Based on the information, Candidate #3 would be the first choice and Candidate #1 would be the second choice. Both candidates have all of the required skills – the only differences are in the desirable categories. If a skill is required and the candidate lacks that skill or only has minimal experience with the skill, they should be disqualified from the process. Candidates #2 and #4 lack or are only minimally qualified for required skills.

**SAMPLE #2**

2 = meets/exceeds criteria

1 = minimally meets criteria (may only have training and/or very limited experience)

0 = does not meet criteria

	Candidate #1	Candidate #2	Candidate #3	Candidate #4
<b>REQUIRED:</b>				
High school diploma, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired. (HR screen)	2	2	2	2
Five years progressively responsible secretarial/clerical experience. (HR screen)	2	2	2	2
Three years experience using personal computers and basic software packages. (HR screen)	2	2	2	2
Experience using advanced features of word processing applications such as utilizing columns or tables, sorting, mail merge, or creating macros.	2	1	2	2
Experience using advanced features of spreadsheet/database applications such as creating macros, using cell range names, or using the file extract/combine feature.	2	2	2	1
<b>DESIRABLE:</b>				
Post-high school training in advanced secretarial practice.	2	0	2	0
Office management experience.	1	2	2	1
Experience with desktop publishing software (e.g. Framemaker).	2	1	1	2
BANNER experience and training; email and web experience.	1	0	2	2
Experience working in an academic department.	2	0	2	0
<b>OTHER SKILLS AND ABILITIES:</b>				
<b>REQUIRED:</b>				
Excellent interpersonal, customer service, and oral/written communication skills.	2	1	2	2
Excellent organizational and prioritization skills.	2	2	2	0
Demonstrated excellent decision making capabilities.	2	2	2	1
Demonstrated ability to expeditiously handle simultaneous requests with accuracy and attention to detail.	2	1	2	1
Demonstrated ability to use good judgment in determining matters of importance.	2	2	2	2
Demonstrated ability to take the initiative and solve problems.	2	2	2	2
Demonstrated knowledge of proper grammar, spelling, and punctuation.	2	1	2	1
<b>TOTAL SCORES</b>	<b>32</b>	<b>23</b>	<b>33</b>	<b>23</b>

Departments need to be able to justify why a particular candidate was chosen based on the criteria established in the position description. Care must be taken to focus on required and desirable qualifications.

**MICHIGAN TECHNOLOGICAL UNIVERSITY  
CLASSIFICATION DESCRIPTION**

**Job Title:** ADMINISTRATIVE ASSOCIATE (Pay Grade 595)  
**Department:** GRADUATE SCHOOL  
**Salary Range:** MINIMUM \$25,610 – MAXIMUM \$35,235  
**Exempt (Y/N):** NO  
**Supervisor:** DEAN OF THE GRADUATE SCHOOL

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**SUMMARY:** Provide professional and comprehensive support to the Dean of the Graduate School and Graduate School staff. Coordinate and execute essential duties necessary for the functional operation of the department. Facilitate and coordinate external student fellowship program.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

Site coordinator/contact for external fellowships (NSFGRFP, Ford, Fullbright, etc.)

Work with Director of Development for Graduate School and Research to post/coordinate submission of student proposals with respect to fellowships.

Communicate with departments about fellowship support such as KCP tuition.

Coordinate KCP documentation with Educational Opportunity.

Participate in orientation and other educational sessions to encourage student applications for external support.

Create and disseminate news releases and/or other information regarding MTU fellowship recipients.

Serve as Community of Science contact for students to find possible support options, searching, and applying.

Administer Proposal Incentive Program.

Act as liaison between the Dean and staff with various internal and external advisory boards, administration, colleges, schools, and various committees.

Determine appropriate action to be taken concerning purchases and correspondence, including drafting of routine and non-routine correspondence.

Monitor department general fund budget, including disbursements and processing of necessary forms.

Assist Dean and staff in confidential and sensitive matters including maintenance of confidential files.

Make travel arrangements for department staff.

Maintain Graduate School website, including updating fellowship information regularly.

**SUPERVISORY RESPONSIBILITIES:**

Supervision will be exercised over one clerical support staff and student assistants.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative on the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION and/or EXPERIENCE:**

**REQUIRED:**

**Associate's degree in applied science, business administration, communications/behavioral sciences or related field, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired.**

**Three years administrative support experience.**

**Experience using personal computers including word processing and spreadsheet/database software.**

**DESIRABLE:**

**Experience working in a university setting.**

**Bachelor's degree.**

**Experience in maintaining websites.**

**OTHER SKILLS AND ABILITIES:**

**REQUIRED:**

**Excellent interpersonal and written/oral communication skills.**

**Demonstrated ability to work with accuracy and attention to detail.**

**Demonstrated ability to work independently and take initiative to solve problems.**

**Demonstrated ability to work under conditions of frequent and multiple interruptions.**

**Demonstrated ability to work as part of a team.**

**SAMPLE MATRIX – ADMINISTRATIVE ASSOCIATE**

Requirements screened by HR:

Associate’s degree in applied science, business administration, communications/behavioral sciences or related field, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired.

Three years administrative support experience.

CANDIDATE	REQUIRED					DESIRABLE			
	Experience using personal computers including word processing and spreadsheet/database software	Excellent interpersonal, customer service, and oral/written communication skills	Ability to work with accuracy and attention to detail	Ability to work independently and take initiative to solve problems	Ability to work effectively under conditions with frequent and multiple interruptions	Ability to work as part of a team	Experience working in a university setting	Bachelor’s degree	Experience in maintaining a website

COMMENTS:

**MICHIGAN TECHNOLOGICAL UNIVERSITY  
CLASSIFICATION DESCRIPTION**

**Job Title:** COLLECTIONS COORDINATOR (pay grade 595)  
**Department:** ACCOUNTING  
**Salary Range:** MINIMUM \$25,610 – MAXIMUM \$35,235  
**Exempt (Y/N):** YES  
**Supervisor:** BURSAR

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**SUMMARY:** Maintain the Perkins Loan program, University funded loan program, past due non-research and student accounts receivable with comprehensive knowledge of University policies and procedures and federal regulations. Assist students and parents with billing questions and payment problems.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

Manage Perkins and University-funded loan programs.

Maintain knowledge of federal regulations/Perkins and collection laws.

Reconcile loan accounts and collection agency reports to MTU records.

Maintain, reconcile, and prepare Fiscal Operations (FISCOP) report.

Work closely with both departmental and other University department personnel to ensure excellent customer service, especially during extremely busy periods.

Analyze student accounts to determine amount owed.

Assist students, parents, and alumni with billing and loan questions.

Collect debts in a professional manner following strict federal regulations and state laws.

Contact delinquent account holders to set up payment arrangements, deferments, or refer to third party collections.

Determine course of collection action to be taken.

Recommend write-offs of uncollectible debts.

Assist Bursar in recommending policy changes.

**SUPERVISORY RESPONSIBILITIES:**

Functional and administrative supervision is exercised over one support staff employee and student assistants.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION and/or EXPERIENCE:**

**REQUIRED:**

**Associate's degree in business administration, applied science or closely related field, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired.**

**Two years experience working in an office/business environment.**

**One year experience collecting debts.**

**Bookkeeping and accounting experience.**

**Experience dealing with customers in confrontational situations.**

**Experience using personal computers including word processing and spreadsheet/database software.**

**DESIRABLE:**

**Experience using Banner software.**

**Demonstrated knowledge of MTU accounting policies and procedures.**

**Demonstrated knowledge of Perkins Loan regulations.**

**OTHER SKILLS AND ABILITIES:**

**REQUIRED:**

**Excellent interpersonal, customer service, and oral/written communication skills.**

**Demonstrated knowledge of federal regulations and collection laws.**

**Demonstrated problem solving abilities.**

**Demonstrated ability to work professionally with staff in a team environment.**

**Demonstrated ability to work effectively under conditions with frequent and multiple interruptions.**

**Demonstrated ability to adapt to a frequently changing work environment.**

**Demonstrated ability to work under pressure.**

**Demonstrated ability to work independently and take initiative to solve problems.**

**Demonstrated ability to independently organize and prioritize work assignments, with attention to accuracy and detail.**

**Demonstrated ability to use judgment when dealing with client information, including confidential information.**

**Demonstrated ability to communicate with people from a variety of cultures in a pleasant, patient, and supportive way.**

## SAMPLE MATRIX – COLLECTIONS COORDINATOR

Requirements screened by HR:

Associate’s degree in business administration, applied science or closely related field, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired.

Two years experience working in an office/business environment.

One year experience collecting debts.

Bookkeeping and accounting experience.

CANDI- DATE	REQUIRED											DESIRABLE			
	Experience dealing with customers in confrontational situations	Experience using personal computers including word processing and spread-sheet/database software	Excellent interpersonal, customer service, and oral/written communication skills	Knowledge of federal regulations and collection laws	Problem solving abilities	Ability to work professionally with staff in a team environment	Ability to work effectively under conditions with frequent and multiple interruptions	Ability to adapt to a frequently changing work environment	Ability to work independently and take initiative to solve problems	Independently organize and prioritize work assignments with attention to accuracy and detail	Ability to use judgment when dealing with client info, including confidential info	Communicate with people from a variety of cultures in a pleasant, patient, and supportive way	Experience using Banner	Knowledge of MTU accounting policies and procedures	Knowledge of Perkins Loan regulations

COMMENTS:

## CANDIDATE EVALUATION FORM

Candidate \_\_\_\_\_ Interview Date \_\_\_\_\_

Position \_\_\_\_\_

Factors used to evaluate candidates should be job-related only and should be determined by the job requirements. Factors that are not job-related should not be part of the selection process.

CATEGORY	RATING	COMMENTS
<b>Experience</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Education</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Communication Skills</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Technical Skills</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Customer Service Skills</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Interpersonal Skills</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Other _____</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	
<b>Overall</b>	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very good <input type="checkbox"/> Above average <input type="checkbox"/> Average <input type="checkbox"/> Unacceptable	

COMMENTS:

Interviewer \_\_\_\_\_