



## Evaluation: Recording Information

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Dear Reader:

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We hope this information will be useful to you; reference to it will assist you with many of the questions that will arise in your tenure with municipal government. However, the *Tennessee Code Annotated* and other relevant laws or regulations should always be consulted before any action is taken based upon the contents of this document.

Please feel free to contact us if you have questions or comments regarding this information or any other MTAS website material.

Sincerely,

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## Evaluation: Recording Information

**Reference Number:** MTAS-1411

### ***Recording Information and Impressions***

What should happen at the conclusion of an interview? The most important immediate step is to record, while it is fresh in your mind, information and impressions that you obtained during the interview. During an interview session with more than one interviewer, you should immediately record your information while the other interviewer(s) are asking questions.

To record information on and impressions of each candidate at the conclusion of the interview, it is suggested that you use a simple form such as an interview assessment form [1]. This form provides a 10-point checklist and space for your personal comments.

Completion of the interview assessment form [1] is the first post-interview step in moving toward a selection decision. It is the next item in a series that began with construction of the job design profile [2]. Then there was the job description [3], the job advertisement [4], the resume checklist [5], the pre-interview questionnaire [6] and pre-interview assessment form [7], the interview questions [8] and now the interview assessment form [1]. All of these are part of the same cloth. They represent progressive steps in the process. Each is a working tool to be used at a different stage.

The post-interview assessment provides an opportunity to rank the candidate in the major areas of concern and incorporates the rankings that were made on the pre-interview assessment form.

Through a thorough consideration of all written and verbal communication, you will finally achieve a preliminary ranking of candidates. In some situations, there will be a clear preference. In other situations, follow-up interviews may be required to arrive at first, second and third preferences.

## Interview Assessment Form

**Reference Number:** MTAS-1581

NAME OF CANDIDATE: \_\_\_\_\_

	<b>Outstanding (5)</b>	<b>Very Good (4)</b>	<b>Good (3)</b>	<b>Fair (2)</b>	<b>Poor (1)</b>
1. Pre-interview rating					
2. Good judgment and common sense					
3. Oral communication skills					
4. Team player					
5. Goal oriented					
6. Service oriented					
7. Ability to work with people and groups					
8. Knowledge of public works operations					
9. Potential for effective management					
10. Leadership potential					

<b>OVERALL RATING</b>					
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## Assessment Centers

**Reference Number:** MTAS-1412

The assessment center is an option available for use in the selection process. An assessment center places applicants in situations where they role play and participate in other exercises that help demonstrate their knowledge, skills and abilities (KSAs) required for the job. The benefit of the assessment center is that the selection panel is able to learn more about the management style of the candidate in the role for which he or she is interviewing. Elements of the candidate's style, demeanor and decision-making skills are exposed. This can allow the selection panel to compare each candidate against a description of the specific competencies desired for the ideal manager.

There are cautions for using assessment centers. Assessment centers use valid and reliable testing methods, but they are expensive, take considerable preparation time, demand extensive time of assessors and candidates, and should be conducted only by trained professionals with solid references and credentials.

Assessment centers attempt to simulate actual job situations and evaluate behavior through a series of job-related exercises. The principle is that behaviors displayed by a candidate during the exercises also can be expected in on-the-job performance.

## Background Information and Reference Checks

**Reference Number:** MTAS-1413

It is absolutely essential that a careful and thorough verification of the preferred candidate's personal and professional background be made before a final selection decision is made. Under current circumstances, this may be a very difficult task. Because of potential liability, verifying anything more than employment dates can be a challenge. Verification should also include academic credentials and credit reports if positions involve money or property. The applicant must sign a release form if you will be performing a background check. If you use a credit report, you must abide by the Fair Credit Reporting Act.

You may already have made some preliminary checks when you were considering which candidates you would invite to interview. Usually a candidate will either include a list of references on the resume or will indicate that references are available upon request. It is now time to do some serious checking. Reference checks should not be restricted to just those references provided by the candidate. Keep in mind that the candidate will provide the names of individuals who will give favorable references.

The purpose of background checks is to make sure that you touch third base on your way home. It should not be a negative, "let's see if we can dig up some dirt" approach. Rather, it should be viewed as one additional fact-finding procedure that will let you develop a complete and realistic assessment of the candidate. The way to do that is to communicate with the right people and induce their responses to the right questions. Before doing so, however, tell the candidate that this will be the next step. Make sure the candidate is ready and willing to undergo this scrutiny.

Who are the right references? Usually, they are current and prior supervisors, personnel directors and fellow workers. It is recommended that you use the references provided by the candidate to develop a network of further references. Speaking with references is similar to interviewing the candidate. You observe the same principles and procedures in questioning. Avoid the same common pitfalls, and heed the same legal constraints regarding age, race, religion, disabilities and marital status.

What are the right questions? Whatever is most important to you that is job related. Are there things you are unclear on or uncertain about? Satisfy yourself before making a decision. At the very least, cover the key items on the job description. Do not ask questions out of curiosity.

In making reference and background contacts, you may write a letter, pick up the phone or make a personal visit. You are likely to secure a more complete and in-depth response through verbal communication. Many people are bothered by the idea of expressing a negative opinion in writing. Be

probing, and allow your contacts ample opportunity to be long winded. Look for similarities and differences in the comments you receive. Both are important. If one of your sources brings up something that you hadn't previously heard, and it is important, do not hesitate to contact someone with whom you have already spoken.

When you have finished checking and re-checking and have recorded the results, you should be in a good position to make a final selection decision. Send appropriate letters of rejection to all applicants for your position opening.

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**Links:**

- [1] <https://www.mtas.tennessee.edu/reference/interview-assessment-form>
- [2] <https://www.mtas.tennessee.edu/reference/blank-job-design-profile>
- [3] <https://www.mtas.tennessee.edu/reference/sample-job-description-public-works-director>
- [4] <https://www.mtas.tennessee.edu/reference/sample-job-advertisement>
- [5] <https://www.mtas.tennessee.edu/reference/resume-checklist>
- [6] <https://www.mtas.tennessee.edu/reference/sample-pre-interview-questionnaire>
- [7] <https://www.mtas.tennessee.edu/reference/pre-interview-assessment-form>
- [8] <https://www.mtas.tennessee.edu/reference/sample-interview-questions>

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