

## Exhibit #12: Screening Matrix

A screening matrix provides an objective method of comparing candidates both against a standard and to the candidates. This relative evaluation can simplify the process of selecting which candidates to consider further. It also provides a convenient means of spotting trends among applicants, such as the average number of years' experience among applicants. Having a spreadsheet that allows committee members to enter comments of an appropriate length, or using legal-size paper for the same purpose allows matrices to strike a balance between brevity and completeness with just enough information to discern better-qualified candidates. Again, the best matrices include criteria garnered from the position description, advertisement, *committee charge*, and organizational analysis, as appropriate.

The following advertisement and matrix demonstrates the use of selection criteria for a career center director:

Master degree in related field required, doctoral degree preferred. Minimum five years' experience in career development and employer relations required. Budget and staff management experience as well as a command of business and industry employment trends are also required. Past success cultivating relationships with a diverse mix of student employer is also desirable.

Candidate's Name	Degree	Applicable Experience in field	Budget & Supervision Management Experience	Industry, Connections, & Placement Experience	Engagement in Profession	Comments	Advance Candidate to Next Round of Screening
	Type & Field	Number of Years	Yes/No	Yes/No	Describe		Yes / No / Maybe
Sophia Holeman	MBA	2	Yes	Some	No		No
Gracie Hill	PhD Psychology	4	None indicated	Yes	Student club advisor	Rising Star, limited experience	Maybe
Hector Gonzalez	MA Counseling	16	Yes	Yes	Yes, writes articles	Former journal editor	Yes
Alexander Jones	MA Student Personnel	12	Yes	Yes	Various memberships		Yes

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