To evaluate interviewed applicants for a position, hiring supervisors use the interview evaluation matrix. This matrix is designed to rate the interviewees and identify the top candidate for the position, based upon information obtained from the applications and interviews. Hiring supervisors may elect to have one or two levels of interviews depending upon the position and the applicant pool size. To use the matrix properly follow these steps.

First Level of Interviews

1. **Enter the applicants to be interviewed and the panel members into the matrix.** Make sure the same panel members are used and same interview questions asked for all interviews and the results are documented. *[Note: This is critical to ensuring EEO compliance and properly documenting the basis for the selected applicant.]*
2. **Have each panel member rank order the interviewed applicants using a scale that depends upon the number of applicants interviewed.** For example, if six applicants are interviewed, then each panel member ranks the candidates from 1 to 6, with 1 representing the best candidate in the opinion of that panel member. If two candidates are deemed equal by a panel member, they should each be assigned an equal value representing the average of the two position rankings. Example: The top two candidates are deemed equal, so each would be assigned a ranking of 1.5. [(1 +2) ÷ 2 = 1.5].
3. **Enter each panel member’s rankings into the matrix.**  If there are significant disparities in rankings, panel members should discuss them to try to resolve any misunderstandings.
4. **Click the sort button in the matrix to rank order the interviewed applicants’ total rankings from low to high.** *[Note: Excel has a security feature built in that disables macros. Just above the spreadsheet, you will notice a shield followed by “Security Warning some active content has been disabled.” Click the options button next to it, then select “Enable this content” and click ok.]*
5. If an applicant declines or fails to show up for an interview, document this on the Application Matrix as the basis for the applicant to no longer be considered for the position. [*Note:* *Blank copies of the interview guide form for the applicant do not need to be retained.]*

Second Level of Interviews

1. **Select the candidates for the second level of interviews.** A review of the rank order listing of applicants from the first interviews will generally show a gap in scores between the top candidates and those who scored lower. Hiring supervisors should determine the number they wish to interview a second time and draw a cutoff line to accommodate. *[Note: All candidates above the cutoff line must be given the opportunity to interview.]*
2. **Repeat steps 1 through 4.** Use a separate interview evaluation matrix for the second interviews. Each matrix should be properly labeled as level 1 and level 2 interviews.

After evaluating the interviewed applicants and completing a matrix for each level of interviews, the hiring supervisor should proceed with the next steps outlined in the Steps in Filling a Position guideline.