



Creating Interview Questions Scoring Guides

1. Assemble a group of three or four subject matter experts (SMEs) who are familiar with the job and its requirements.
2. For each interview question, ask the SMEs to think about either how an average employee would answer the question or how an average employee has actually performed in the situation. List the key points.
3. For each interview question, ask the SMEs to think about either how an outstanding employee would answer the question or how an outstanding employee has actually performed in the situation. List the key points.
4. For each interview question, ask the SMEs to think about either how an unacceptable or below-average employee would answer the question or how an unacceptable employee has actually performed in the situation. List the key points.
5. Be sure to obtain consensus on the key points for average, outstanding, and unacceptable answers. If there is disagreement on a key point, eliminate that point from the scoring guide. If there is a lack of consensus on several key points across two or more levels, it may be best to eliminate the question altogether.

Eder, Robert W. & Harris, Michael M. (Ed.). (1991). *The Employment Interview Handbook*. Thousand Oaks, CA: Sage Publications, Inc..