



# **HIRING MANAGER'S GUIDE FOR STAFF POSITIONS**

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## **INTRODUCTION**

This manual is a resource designed to guide you step by step through the hiring process. It will also ensure that you comply with applicable laws, regulations, as well as, Blinn College goals, policies and procedures. The hiring process must be consistent for each applicant in order to ensure that the most qualified staff member is selected. The [Human Resources Department](#) is committed to providing you with the tools, services and assistance needed to be successful. If we can assist you in any way please feel free to contact us at (979) 830-4128 or (979) 209-7533.

### **Human Resources Staff**

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Tiffany Jenkins	Human Resources Manager	(979) 830-4127
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## **HIRING PROCESS**

Use the [Hiring Manager's Checklist](#) along with this step by step guide to successfully complete the hiring process.

### **Open Position Procedures**

It is the Hiring Manager's responsibility to request from their VP an open position replacement. All full-time positions must have Executive Council approval prior to posting, and HR must have received a resignation letter.

### **Reviewing and Updating the Job Description**

In the initial stages of the search process, the hiring manager should review the current job description and revise if necessary. It is vital to review the details of the position carefully, since it will be used throughout the hiring process. The description will serve as the basis for preparing the posting, conducting the interviews, explaining the job to applicants, and communicating exact job expectations to the new employee. When a position becomes vacant, it offers the opportunity to re-evaluate the associated job functions. Things to consider:

- Has the job changed within the parameters of the current job description?
- Research reasons for turnover
- Identify possible new duties assigned to the position

Please ensure the job description reflects the college, department, and strategic initiatives. The job description should include the position's principal accountabilities, minimum and preferred qualifications, and competencies. Significant changes to the job description may impact the position's title, salary, or minimum competencies and will require job evaluation and approval. Please refer to the [Competence Based Job Description Guide](#) for guidance in updating the job description.

Job descriptions must be entered into the PeopleAdmin system before creating a job posting. The position description can be created or updated in the Position Management section. For assistance, refer to the [Updating Position Descriptions](#).

### **Posting a Vacant Position**

All positions are posted online at <https://employment.blinn.edu/> for a minimum of five days. PeopleAdmin online allows a posting to be viewed 24/7 by anyone with access to the internet. The posting should mirror the approved job description and title assignment with respect to title, salary, job accountabilities, and minimum and preferred competencies. The [Job Posting Guide](#) is an available resource for completing this process.

### **Supplemental Questions**

Supplemental questions can provide specific information about past work experience, and help evaluate the applicant's qualifications and competencies. The Hiring Manager can choose to submit additional questions through the posting process to better identify the most qualified applicants. All supplemental questions are reviewed by Human Resources before the posting is available to applicants.

### **Guest User Account**

A Guest User Account should be established to enable all committee members to have access to the applications, resumes, cover letters and any additional documents submitted.

## **INTERVIEW READINESS**

### **Search Committee**

A search committee will consist of one staff member from outside of the division, Hiring Manager, Human Resource personnel, two or more staff members (non-administrative) who will work closely with the open position, and are knowledgeable of the principal accountabilities, qualifications and competencies. The Human Resources office will assign a Human Resource Representative to every full-time search committee in order to assist with the process, and assure appropriate procedures and guidelines are followed. The HR Representative will participate in the development of rating forms and interview questions, committee meetings, and interviews. This will help ensure that all applicants are treated in a fair and equitable manner and process. If a concern is raised at any point during the hiring process, the HR Representative has the authority to suspend further activities until a resolution has been determined. The Blinn College affirmative action plan and hiring goals will be reviewed by the HR Representative as it pertains to the position that is being filled.



### **Responsibilities of members**

Interviewing and selecting the right candidate is the primary responsibility of a search committee, and helps to ensure that the college reaches its goals by selecting the best fit for the position.

- The Hiring Manager is responsible for scheduling and conducting committee meetings, as well as safeguarding all materials submitted by the applicants.
- The Hiring Manager must provide search committee members with the following information:
  - Job Description
  - Outline of committee tasks and timeline
  - PeopleAdmin guest username and password
  - Hiring Matrix
  - the defined scope of the committee decision
  - [Affirmative Action/Equal Opportunity Statement](#)
  - [Good Faith Memo](#)
- Committee members should demonstrate good judgment, have personal integrity, independence of view, and commitment to institutional goals.
- All committee members will be made aware of the legal and regulatory requirements that surround their work.

- Members of the search committee should strive to maintain effective communication with other members of the committee, as well as the applicants.
- Search committee members must commit to attending scheduled meetings to assist in screening, interviewing, and the hiring process.
- All committee members must sign and submit a [Confidentiality Agreement](#) to the HR Representative assigned.
- Committee members must be present for all interviews.
- If any search committee member has a conflict of interest which prevents an unbiased decision that is based solely on the applicant's meeting of minimum qualifications and ability to perform the essential duties stated, he /she is required to inform the Hiring Manager or Human Resources and resign from the committee.
- **All names, information, rankings, etc. are confidential and not to be discussed with anyone outside of the committee. Failure to comply could lead to disciplinary action.**

## Diversity

It is important for the Hiring Manager to take steps to ensure a diverse applicant pool. Advertising in publications and on internet sites that target diverse populations will assist in enhancing the candidate pool, and demonstrate Blinn College's commitment to recruiting diversity. Networking is one of the most successful practices for identifying qualified applicants. Ask internal and external professional contacts if they can recommend someone in the field. Identify potential candidates through networking factors including similar academic interest, graduate origin, research interests, professional organizations, etc. Look for candidates who hold similar positions at other colleges. Blinn College affirms its policy of Equal Employment Opportunity to all staff members, recruitment resources, and officials of affiliated bodies with the College.

Recruitment, hiring, promotions, training, lay off, termination, rate of pay and other forms of compensation shall be administered without regard to sex, race, color, gender, marital status, religion, age, national origin, disability or veteran's status.

It is the college's policy (Title VI Affirmative Action Plan, July 1, 1990) to provide Equal Employment Opportunity in full compliance with the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, as amended, the Rehabilitation Act of 1974 (Section 503, 504), the Vietnam Era Veterans Assistance Act of 1974, Texas Statutes 6252-14-V.A.T.S. and 6252-16-V.A.T.S., and Executive Orders 11246 and 11758 and the Americans with Disabilities Act. For more information please visit <http://www1.eeoc.gov/employers/poster.cfm>.

Review the [Equal Employment/Affirmative Action memo](#) to understand the responsibilities of managers and supervisors as outlined in our Affirmative Action Plan. See Blinn College's [Board Policy](#).

**Blinn College shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a), if applicable. These regulations prohibit discrimination against qualified individuals**

**based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.**

Sexual harassment is a form of sex discrimination. The college shall investigate all allegations of such harassment and shall take appropriate disciplinary action against employees, officials, vendors, and contractors found to engage in such unlawful behavior.

The following activities are recommended for specific searches:

- Establish a working relationship with similar departments or institutions with substantial numbers of diverse employees.
- Request the names of potential candidates from women and minorities, as well as other diverse employees at your institution.
- Contact individuals who have received significant professional recognition, and ask for the names of promising diverse candidates.
- Consider going to the EEO office at other colleges. Some maintain a list of candidates who are looking for employment.

For further assistance on how to increase diversity through advertising, please contact the Human Resources Department. According to the legal requirements, applicant specific EEO information collected during the application process is voluntary and confidential.

### **Preparing for Interview**

The purpose of an interview is to obtain information about the applicant that allows an intelligent judgment to be made on the placement of the most suitable candidate for the position. A well planned interview process will provide evidence about the applicant's ability to perform the job. In order to establish good rapport with the applicant, the interview needs to be conducted in a comfortable and private area that is free from interruption.

Schedule interviews that allows adequate time, which will depend on the nature and scope of the position. Include time in the schedule to rate the applicant independently, and without consultation from committee members. **If candidate has been employed with Blinn in the past, check with HR on their re-hiring status before interviewing.** See Blinn College's [Board Policy](#) on Hiring Practices.



The search committee should interview candidates who best meet the identified job criteria. A hiring matrix is an excellent tool the committee utilizes to identify the most qualified applicants. Each candidate is evaluated on qualifications and competencies, and scored in the context of the job requirements. Please refer to [The Matrix Training](#) on utilizing the hiring matrix. Click here to access [Blinn's Hiring Matrix](#).

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## Developing Questions

All members of the search committee will collectively develop open ended interview questions and expected responses based on the job announcement. Please refer to the list of [Behavioral Interview Questions](#) and [Questions to Avoid During an Interview](#). All applicants must be asked the same questions. Appropriate follow up questions may be asked concerning education, training, experience, skills, and behaviors which are related to the principal accountabilities of the job.



### EXAMPLES

1. TELL US ABOUT A TIME YOU HAD TO ADAPT TO A DIFFICULT SITUATION?
2. TELL US ABOUT A TIME WHEN YOU HAD TO GO ABOVE AND BEYOND THE CALL OF DUTY IN ORDER TO GET A JOB DONE.
3. HOW DO YOU HANDLE PROBLEMS WITH CUSTOMERS? GIVE AN EXAMPLE.
4. WHAT HAVE YOU DONE IN PAST SITUATIONS TO CONTRIBUTE TOWARD TEAMWORK ENVIRONMENT?
5. HAVE YOU EVER BEEN CAUGHT UNAWARE BY A PROBLEM OR OBSTACLES THAT YOU HAVE NOT FORESEEN? WHAT HAPPENED?

TO SEE A COMPLETE LIST, PLEASE CLICK ON THE "BEHAVIORAL INTERVIEW QUESTIONS LINK"

## INTERVIEW PROCESS

### Telephone Screening (Optional)

The telephone screen allows the employer to determine if the candidate's qualifications, experience, workplace preferences and salary needs are congruent with the position and organization. The phone screen saves managerial time and eliminates unlikely candidates.

However, a telephone screen does not replace the formal interview process.

If the results of the telephone screening is positive, contact the applicant and schedule a face-to-face interview.

### Arranging Interviews

The search committee should compare matrix scores and select the interview candidates. An oral interview should be conducted with the applicants who rank highest on the Hiring Matrix.

Please contact all internal candidates by telephone or in person if he/she will not be interviewed for the position. Thank the internal candidate for his/her interest in the position, as this needs to be a positive and courteous conversation. Communication with internal candidates should occur prior to any active interviews. External candidates will be notified via email when their status is changed in the PeopleAdmin system. A successful practice includes waiting until the process is complete, and a final candidate has been finalized to correspond with all applicants who were not chosen.

### Travel Expenses for On-site Interview Candidates

Blinn College District may pay a qualified applicant approved travel expenses related to an on-site interview for certain exempt level positions. The Human Resources Department should be contacted to obtain approval for reimbursement of expenses prior to the interview. Please see [Appendix G](#) for more information.

### During the Interview

Throughout the hiring process each search committee member is a representative of Blinn College. A committee member's demeanor and behavior is critical during the interview portion of the process. Please welcome all candidates in a friendly and professional manner.

Professional dress is required of all committee members during all interviews. Please refrain from eating, drinking and/or chewing gum

during an interview. **Electronic devices should be turned off and are NOT to be visible during interviews.** Committee members should be noncommittal to the applicant during and after the



interview, and make every effort not to intimidate or embarrass the candidate. The interview should be viewed as an opportunity for the candidate to become actively engaged in the exchange, and reveal the unique knowledge, competencies, and behaviors which would demonstrate his/her ability to perform well in the position. You may use the [Interview Question Guide](#) to assist in developing your questions.

The Hiring Manager should begin the interview by introducing the applicant to each committee member. Provide a brief explanation of the purpose of the committee, as well as an understanding that the applicant will be evaluated on the basis of their responses to the questions. Each committee member will record the applicant's responses during the interview to ensure accuracy.

At the conclusion of the question segment of the interview the Hiring Manager will describe the job and organization to the candidate, and provide facts about the position, department, and college. Describing the job details too early in the process may unintentionally coach applicants on answering the questions. It is vital to avoid comments that might mislead the candidate into misinterpreting the information as a promise of employment. Time should then be given to the applicant to ask questions. Inform the applicant of the next step in the process and what to expect. Thank the applicant for his/her time, and end the interview on a positive and collegial note. **Remember, the applicant has just interviewed you and Blinn College as well!**

Each interview must be scored utilizing the hiring matrix, and the average or total score will be added to the application score. The search committee members can then review and discuss the total scores, identify the top candidate, or decide whether a second interview is needed. Document the questions, schedule, and process. Feedback from a second interview should be documented as well.

### **After the Interview**

When making the final hiring decision, the committee should use the weighted job-related criteria. Gathering, integrating, and evaluating interview information includes identifying applicants' specific knowledge, skills, behaviors, and competencies. This information should create the foundation for appraisal in the context of the job requirements. Interview evaluations, in combination with other information gathered during the selection process, should form the basis for the final decision.

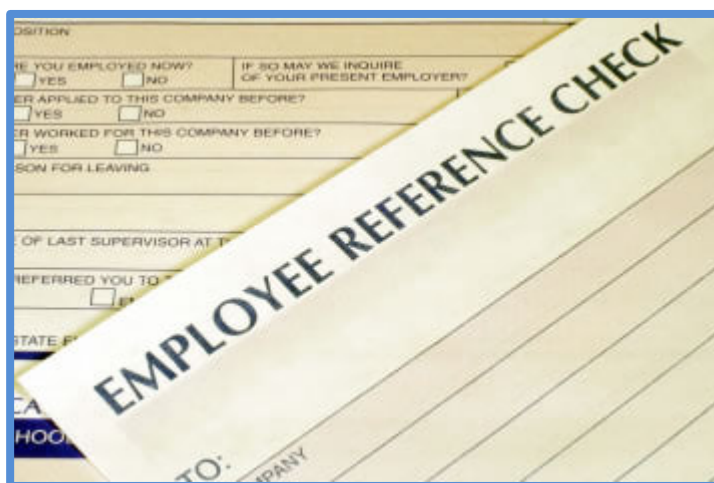
## Reference Checks

Hiring Managers will conduct reference checks on the selected candidate. Reference checking is a very valuable resource for gathering information on past performance. An investment in contacting references and previous employers can reduce cost and increase productivity by helping ensure successful hires.

When checking references it is imperative to be in compliance with all federal and state laws. Avoid questions regarding marital status, religion, age, race, health-related issues, child care, transportation, and any other non-job related questions.

At least two telephone reference checks should be conducted and documented. Please refer to the [Telephone Reference Contact](#) sheet.

- The applicant's electronic signature at the end of Blinn College's application provides consent for reference checks with previous employers. Please wait to contact the applicant's current employer until a finalist status is confirmed.
- If contact information is not specified on the application or resume, the hiring manager should request this information from the applicant.
- Communicate only that the applicant is "being considered".
- Committee members should be careful to avoid seeking information from social media websites or general internet searches. Sources may disclose information that is untrue, inappropriate, or illegal for consideration.
- Written letters may be attached to paperwork. However, they should not be substituted for telephone contacts.
- Previous employers may have policies regarding the release of information, and may provide only position title and dates of employment. Document all information received.
- The reference form should document strengths, opportunities for improvement, and exact responses. Please determine a reference check score, enter into the hiring matrix.



## Selecting a Finalist

Following a selection decision, the hiring manager notifies the selected applicant to communicate



he/she has been chosen as the Finalist.

Please explain that the forthcoming offer is based on successful completion of a background check. Authorization forms are sent to the email address provided on the application. Initial notification may be conducted verbally, but the applicant should also receive an official written offer letter confirming the salary, job title, and start date from HR.

Blinn College District, at the discretion of the District President or designee, may reimburse reasonable and eligible moving/relocation expenses for newly hired administrative employees. The College reserves the right to nullify or amend these procedures as needed. Please see [Appendix G](#) for additional information.

Personally communicate a non-selection status to all internal candidates interviewed. She/he should hear it from the Hiring Manager first! This should be a positive conversation. Please thank the employee for his/her interest and application. All other applicants interviewed will be contacted via telephone to communicate non-selection status.

Utilize the PeopleAdmin system to update the status to Finalist for the selected candidate, and complete the Hiring Proposal. This action will initiate the Background Check Request process [Appendix G](#). Please use the “Not Interviewed, Not Hired (send email)” option for candidates that are no longer being considered. A successful practice includes waiting until the process is complete, and a final candidate has been finalized to correspond with all applicants who were not chosen.

Once the Background Check is complete Human Resources will change the selected applicant status to Finalist Complete, which indicates the candidate can begin working. Once the Background Check is complete and all approvals have obtained, the Hiring Manager should contact finalist to inform them of their start date and to contact HR to schedule an appointment to complete paperwork. The finalist should bring 2 forms

LIST OF ACCEPTABLE DOCUMENTS All documents must be UNEXPIRED		
Employees may present one selection from List A or a combination of one selection of List B and one selection from List C.		
LIST A Documents that Establish Both Identity and Employment Authorization	LIST B Documents that Establish Identity	LIST C Documents that Establish Employment Authorization
1. U.S. Passport or U.S. Passport Card	1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address	1. A Social Security Account Number card, unless the card includes one of the following restrictions: (1) NOT VALID FOR EMPLOYMENT (2) NOT VALID FOR WORK ONLY WITH DHS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)	2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address	2. Certification of Birth Abroad issued by the Department of State (Form FS-545)
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa	3. School ID card with a photograph	3. Certification of Report of Birth issued by the Department of State (Form DS-1350)
4. Employment Authorization Document that contains a photograph (Form I-766)	4. Voter's registration card	4. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal
5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status: a. Foreign passport; and b. Form I-94 or Form I-94A that has the following: (1) The same name as the passport; and (2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form.	5. U.S. Military card or draft record	5. Native American tribal document
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI	6. Military dependent's ID card	6. U.S. Citizen ID Card (Form I-197)
	7. U.S. Coast Guard Merchant Mariner Card	7. Identification Card for Use of Resident Citizens in the United States (Form I-179)
	8. Native American tribal document	8. Employment authorization document issued by the Department of Homeland Security
	9. Driver's license issued by a Canadian government authority	
	10. School record or report card	
	11. Clinic, doctor, or hospital record	
	12. Day-care or nursery school record	

of identification and a voided check for direct deposit. You may access the I-9's [List of Acceptable Documents](#) here.

### **Foreign Nationals**

All job offers are conditional upon proof of authorization to work in the U.S. If a foreign national who has temporary work permit is selected to fill a vacant position, he or she must be notified that his or her employment may end at the expiration of the temporary work permit. For detailed information regarding labor certifications and foreign national services, please contact Human Resources prior to scheduling an interview.

### **Records Retention**

If a hiring decision is challenged and a designated governmental agency undertakes an investigation, the hiring department will be required to provide documentation of the hiring process to address the charge. The documentation will be reviewed to determine if the hiring process used to fill the vacancy involved any discrimination practices. In addition, the organization may be required to provide the same information for all hiring decisions covering a period the designated governing body regards as appropriate.

See the [Record Retention Checklist for Employment Files](#) to view what documents are maintained by HR for all postings and by the hiring department for the Position File.

## APPENDIX A

### Hiring Manager's Checklist

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**INSTRUCTIONS** This form is a hiring checklist for the Hiring Manager. The HR Department recommends going through this checklist to ensure a smooth hiring process.

<b>Hiring Manager</b>	<b>Date</b>
<b>Hiring Department</b>	

- ☐ Full-time position replacement request made to appropriate VP.
- ☐ Full-time position has been approved by Executive Council
- ☐ Review and update job descriptions on-line
  - See [Guide to Developing Competence-based Job Descriptions](#) for steps to complete
  - See [Updating Position Descriptions](#)
- ☐ Post job opening online. Must remain open for a minimum of 5 days.
  - See [Job Posting Guide](#) for steps to complete this process
- ☐ Create Search Committee
  - All members must sign the [confidentiality agreement](#)
  - Provide members with guest user access to the job posting to view applications
  - Communicate the following to the committee:
    - Job Description
    - Outline of committee tasks and timeline
    - Hiring Matrix
    - Defined scope of the committee decision
    - [Affirmative Action/Equal Opportunity Statement](#)
    - [Good Faith Memo](#)
- ☐ Complete hiring matrix to include and weigh the qualifications and competencies for your job opening.
- ☐ Search committee should meet after evaluation of all applicants to compare matrix scores and select interview candidates. Discuss availability for interviews. All committee members must be present for each interview.
- ☐ Develop interview questions
  - Review these for [Sample Behavioral Interview Questions](#) and what [Questions to Avoid During Interviews](#). Ask your committee to review the questions and ask for their input.
- ☐ Arrange interviews
  - Schedule room locations & any technology being utilized
  - Contact interview candidate
  - Send interview schedule to committee

- ☐ Conduct interviews
- ☐ Committee review and discuss interviews and total hiring matrix scores to identify top candidates. Determine next steps (second round interviews, re-open job posting, identify finalist, etc.)
- ☐ Maintain documentation
  - Collect all committee members' interview notes and hiring matrices.
- ☐ You must discuss pay grade with Human Resources Compensation Manager prior to informing finalist of their pay scale.
- ☐ Designate finalist in PeopleAdmin and begin the [Hiring Proposal](#)
  - If finalist has worked with Blinn in the past check with HR on the rehiring status.
  - Complete the hiring proposal and submit forward. This will initiate the Background Check process.
- ☐ Complete reference checks for finalist candidate(s).
  - See [Telephone Reference Contact Guide](#)
- ☐ Contact Candidate
  - Inform candidate that they have been identified as the finalist and the official offer will be made pending successful completion of background check.
- ☐ When background check is completed successfully Human Resources will change the status to Finalist Complete and they may be contacted to arrange start date.
  - Work with HR to schedule a time for new hire paperwork either before or on the first day of employment.
  - The finalist should bring 2 forms of identification and a voided check for direct deposit.
- ☐ HR will submit offer letter to finalist
- ☐ The recommended practice is to wait until the background check process is completed for your finalist before contacting the other interview candidates.
  - Contact all interviewed applicants personally. If applicant is internal it is vital to contact by telephone or in person.
- ☐ Update all applicant statuses in PeopleAdmin.
  - Use the "Not Interviewed, Not Hired (send email)" option to disqualify applicants that were not interviewed. This will prompt an email to the applicant thanking them for their interest. Choose a reason why they were not selected. See [Updating Applicant Workflow](#) for steps to complete.
  - Use the "Interviewed, Not Hired" option for candidates which were interviewed. You should have already contacted them personally so you should not need to send another email. Keep in mind that once you have changed the applicant status that becomes visible to the applicant.

## **APPENDIX B**

### **Behavioral Interview Questions**

#### **Adaptability**

1. Describe a major change that occurred in a job that you held. How did you adapt to this change?
2. Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it?
3. Tell us about a time that you had to adapt to a difficult situation.
4. What do you do when priorities change quickly? Give one example of when this happened.

#### **Ambition**

1. Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
2. Describe a time when you made a suggestion to improve the work in your organization.
3. Give an example of an important goal that you set in the past. Tell about your success in reaching it.
4. Give two examples of things you've done in previous jobs that demonstrate your willingness to work hard.
5. How many hours a day do you put into your work? What were your study patterns at school?
6. Tell us about a time when you had to go above and beyond the call of duty in order to get a job done.
7. Tell us about a time when a job had to be completed and you were able to focus your attention and efforts to get it done.
8. Tell us about a time when you were particularly effective on prioritizing tasks and completing a project on schedule.
9. Tell us about the last time that you undertook a project that demanded a lot of initiative.
10. There are times when we work without close supervision or support to get the job done. Tell us about a time when you found yourself in such a situation and how things turned out
11. What impact did you have in your last job?
12. What is the most competitive work situation you have experienced? How did you handle it? What was the result?
13. What is the riskiest decision you have made? What was the situation? What happened?
14. What kinds of challenges did you face on your last job? Give an example of how you handled them.
15. What projects have you started on your own recently? What prompted you to get started?
16. What sorts of things have you done to become better qualified for your career?
17. What was the best idea that you came up with in your career? How did you apply it?
18. When you disagree with your manager, what do you do? Give an example.
19. When you have a lot of work to do, how do you get it all done? Give an example?

#### **Analytical Thinking**

1. Describe the project or situation which best demonstrates your analytical abilities. What was your role?
2. Developing and using a detailed procedure is often very important in a job. Tell about a time when you needed to develop and use a detailed procedure to successfully complete a project.
3. Give a specific example of a time when you used good judgment and logic in solving a problem.
4. Give me an example of when you took a risk to achieve a goal. What was the outcome?

5. Relate a specific instance when you found it necessary to be precise in order to complete the job.
6. Tell us about a job or setting where great precision to detail was required to complete a task. How did you handle that situation?
7. Tell us about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?
8. Tell us/me about your experience in past jobs that required you to be especially alert to details while doing the task involved.

#### **Building Relationships**

1. Give a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you assess your role in diffusing the situation?
2. It is very important to build good relationships at work but sometimes it doesn't always work. If you can, tell about a time when you were not able to build a successful relationship with a difficult person.
3. Tell us about a time when you built rapport quickly with someone under difficult conditions.
4. What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give examples of how you made these work for you.

#### **Business Systems Thinking**

1. Describe how your position contributes to your organization's/unit's goals. What are the unit's goals/mission?
2. Tell us about a politically complex work situation in which you worked.

#### **Caution**

1. Have you ever worked in a situation where the rules and guidelines were not clear? Tell me about it. How did you feel about it? How did you react?
2. Some people consider themselves to be "big picture people" and others are "detail oriented". Which are you? Give an example of a time when you displayed this.
3. Tell us me about a situation when it was important for you to pay attention to details. How did you handle it?
4. Tell us me about a time when you demonstrated too much initiative?

#### **Communication**

1. Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their individual needs or values.
2. Describe a situation when you were able to strengthen a relationship by communicating effectively. What made your communication effective?
3. Describe a situation where you felt you had not communicated well. How did you correct the situation?
4. Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior.
5. Describe the most significant written document, report or presentation which you had to complete.
6. Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you, or vice versa.
7. Have you ever had to "sell" an idea to your co-workers or group? How did you do it? Did they "buy" it?
8. How do you keep subordinates informed about information that affects their jobs?
9. How do you keep your manager informed about what is being done in your work area?

10. How do you go about explaining a complex technical problem to a person who does not understand technical jargon? What approach do you take in communicating with people?
11. What kinds of communication situations cause you difficulty? Give an example.
12. Tell us about a recent successful experience in making a speech or presentation. How did you prepare? What obstacles did you face? How did you handle them?
13. Tell us about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across.
14. Tell us about a time when you had to present complex information. How did you ensure that the other person understood?
15. Tell us about a time when you had to use your verbal communication skills in order to get a point across that was important to you.
16. Tell us about a time when you were particularly effective in a talk you gave or a seminar you taught.
17. Tell us about an experience in which you had to speak up in order to be sure that other people knew what you thought or felt.
18. Tell us me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.
19. Tell us about a time in which you had to use your written communication skills in order to get an important point across.
20. What challenges have occurred while you were coordinating work with other units, departments, and/or divisions?
21. What have you done to improve your verbal communication skills?
22. How have you persuaded people through a document you prepared?
23. What are the most challenging documents you have done? What kinds of proposals have you written?
24. What kinds of writing have you done? How do you prepare written communications?

#### **Conflict Resolution**

1. Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.

#### **Customer Orientation**

1. How do you handle problems with customers? Give an example.
2. How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example.
3. What have you done to improve relations with your customers?

#### **Decision Making**

1. Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision?
2. Everyone has made some poor decisions or has done something that just did not turn out right. Has this happened to you? What happened?
3. Give an example of a time in which you had to be relatively quick in coming to a decision.
4. Give an example of a time in which you had to keep from speaking or not finish a task because you did not have enough information to come to a good decision.
5. Give an example of a time when there was a decision to be made and procedures were not in place?
6. Give an example of a time when you had to be relatively quick in coming to a decision.
7. Give me an example of a time when you had to keep from speaking or making a decision because you did not have enough information.
8. How did you go about deciding what strategy to employ when dealing with a difficult customer?

9. How do you go about developing information to make a decision? Give an example.
10. How do you involve your manager and/or others when you make a decision?
11. How have you gone about making important decisions?
12. How quickly do you make decisions? Give an example.
13. In a current job task, what steps do you go through to ensure your decisions are correct/effective?
14. Tell us about a time when you had to defend a decision you made even though other important people were opposed to your decision.
15. What kind of decisions do you make rapidly? What kind takes more time? Give examples. What kinds of problems have you had coordinating technical projects? How did you solve them?
16. What was your most difficult decision in the last 6 months? What made it difficult?
17. When you have to make a highly technical decision, how do you go about doing it?

#### **Delegation**

1. Do you consider yourself a macro or micro manager? How do you delegate?
2. How do you make the decision to delegate work?
3. Tell us how you go about delegating work?
4. What was the biggest mistake you have had when delegating work? The biggest success?

#### **Detail-Oriented**

1. Describe a situation where you had the option to leave the details to others or you could take care of them yourself.
2. Do you prefer to work with the "big picture" or the "details" of a situation? Give me an example of an experience that illustrates your preference.
3. Have the jobs you held in the past required little attention, moderate attention, or a great deal of attention to detail? Give me an example of a situation that illustrates this requirement.
4. Tell us about a difficult experience you had in working with details.
5. Tell us about a situation where attention to detail was either important or unimportant in accomplishing an assigned task.

#### **Employee Development**

1. Tell us about a training program that you have developed or enhanced.

#### **Evaluating Alternatives**

1. Have you ever had a situation where you had a number of alternatives to choose from? How did you go about choosing one?
2. What are some of the major decisions you have made over the past (6, 12, 18) months?
3. What kinds of decisions are most difficult for you? Describe one?

#### **Flexibility**

1. Have you ever had a subordinate whose performance was consistently marginal? What did you do?
2. How have you adjusted your style when it was not meeting the objectives and/or people were not responding correctly?
3. What do you do when you are faced with an obstacle to an important project? Give an example.
4. When you have difficulty persuading someone to your point of view, what do you do? Give an example.

#### **Follow-up and Control**

1. How did you keep track of delegated assignments?
2. How do you evaluate the productivity/effectiveness of your subordinates?
3. How do you get data for performance reviews?

4. How do you keep track of what your subordinates are doing?
5. What administrative paperwork do you have? Is it useful? Why/why not?

#### **Initiative**

1. Give me an example of when you had to go above and beyond the call of duty in order to get a job done.
2. Give me examples of projects/tasks you started on your own.
3. Give some instances in which you anticipated problems and were able to influence a new direction.
4. How did you get work assignments at your most recent employer?
5. What changes did you develop at your most recent employer?
6. What kinds of things really get you excited?
7. What sorts of projects did you generate that required you to go beyond your job description?
8. What sorts of things did you do at school that were beyond expectations?

#### **Interpersonal Skills**

1. Describe a recent unpopular decision you made and what the result was.
2. Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their needs and values.
3. Tell us about the most difficult or frustrating individual that you've ever had to work with, and how you managed to work with them.
4. What have you done in the past to contribute toward a teamwork environment?

#### **Innovation**

1. Can you think of a situation where innovation was required at work? What did you do in this situation?
2. Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?
3. Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work.
4. Describe something that you have implemented at work. What were the steps used to implement this?
5. Describe the most creative work-related project which you have carried out.
6. Give me an example of when you took a risk to achieve a goal. What was the outcome?
7. Sometimes it is essential that we break out of the routine, standardized way of doing things in order to complete the task. Give an example of when you were able to successfully develop such a new approach.
8. Tell us about a problem that you solved in a unique or unusual way. What was the outcome? Were you satisfied with it?
9. Tell us about a suggestion you made to improve the way job processes/operations worked. What was the result?
10. There are many jobs in which well-established methods are typically followed. Give a specific example of a time when you tried some other method to do the job.
11. There are many jobs that require creative or innovative thinking. Give an example of when you had such a job and how you handled it.
12. What have been some of your most creative ideas?
13. What innovative procedures have you developed? How did you develop them? Who was involved? Where did the ideas come from?
14. What new or unusual ideas have you developed on your job? How did you develop them? What was the result? Did you implement them?

15. When was the last time that you thought "outside of the box" and how did you do it?

### **Integrity**

1. Describe a time when you were asked to keep information confidential.
2. Give examples of how you have acted with integrity in your job/work relationship.
3. If you can, tell about a time when your trustworthiness was challenged. How did you react/respond?
4. On occasion we are confronted by dishonesty in the workplace. Tell about such an occurrence and how you handled it.
5. Tell us about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.
6. Trust requires personal accountability. Can you tell about a time when you chose to trust someone? What was the outcome?

### **Introducing Change**

1. Have you ever had to introduce a policy change to your work group? How did you do it?
2. Have you ever met resistance when implementing a new idea or policy to a work group? How did you deal with it? What happened?
3. When is the last time you had to introduce a new idea or procedure to people on this job? How did you do it?

### **Leadership**

1. Give an example of a time in which you felt you were able to build motivation in your co-workers or subordinates at work.
2. Give an example of your ability to build motivation in your co-workers, classmates, and on a volunteer committee.
3. Have you ever had difficulty getting others to accept your ideas? What was your approach? Did it work?
4. Have you ever been a member of a group where two of the members did not work well together? What did you do to get them to do so?
5. What is the toughest group that you have had to get cooperation from? Describe how you handled it. What was the outcome?

### **Listening**

1. Give an example of a time when you made a mistake because you did not listen well to what someone had to say.
2. How often do you have to rely on information you have gathered from others when talking to them? What kinds of problems have you had? What happened?
3. What do you do to show people that you are listening to them?
4. When is listening important on your job? When is listening difficult?

### **Motivating Others**

1. Have you ever had a subordinate whose work was always marginal? How did you deal with that person? What happened?
2. How do you deal with people whose work exceeds your expectations?
3. How do you get subordinates to produce at a high level? Give an example.
4. How do you get subordinates to work at their peak potential? Give an example.
5. How do you manage cross-functional teams?

### **Motivation**

1. Describe a situation when you were able to have a positive influence on the actions of others.
2. Give an example of a time when you went above and beyond the call of duty.
3. How would you define "success" for someone in your chosen career?

4. Tell us me about an important goal that you set in the past. Were you successful? Why?

### **Negotiating**

1. Describe the most challenging negotiation in which you were involved. What did you do? What were the results for you? What were the results for the other party?
2. Have you ever been in a situation where you had to bargain with someone? How did you feel about this? What did you do? Give an example.
3. Tell us about the last time you had to negotiate with someone.
4. What was the most difficult part?

### **Organizational**

1. Describe a time when you had to make a difficult choice between your personal and professional life.
2. Give me an example of a project that best describes your organizational skills.
3. How do you decide what gets top priority when scheduling your time?
4. What do you do when your schedule is suddenly interrupted? Give an example.

### **Performance Management**

1. Give an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used?
2. Give an example of how you have been successful at empowering either a person or a group of people into accomplishing a task.
3. How do you handle a subordinate whose work is not up to expectations?
4. How do you coach a subordinate to develop a new skill?
5. How do you handle performance reviews? Tell me about a difficult one.
6. How often do you discuss a subordinate's performance with him/her? Give an example.
7. Tell us about a specific development plan that you created and carried out with one or more of your employees. What was the specific situation? What were the components of the development plan? What was the outcome?
8. Tell us about a time when you had to take disciplinary action with someone you supervised.
9. Tell us about a time when you had to tell a staff member that you were dissatisfied with his or her work.
10. Tell us about a time when you had to use your authority to get something done. Where there any negative consequences?
11. There are times when people need extra help. Give an example of when you were able to provide that support to a person with whom you worked.
12. What have you done to develop the skills of your staff?
13. When do you give positive feedback to people? Tell me about the last time you did. Give example of how you handle the need for constructive criticism with a subordinate or peer.

### **Personal Effectiveness**

1. Give an example of a situation where others were intense but you were able to maintain your composure.
2. It is important to maintain a positive attitude at work when you have other things on your mind. Give a specific example of when you were able to do that.
3. Keeping others informed of your progress/actions helps them feel comfortable. Tell your methods for keeping your supervisor advised of the status on projects.
4. Tell us about a recent job or experience that you would describe as a real learning experience? What did you learn from the job or experience?
5. Tell us about a time when you took responsibility for an error and were held personally accountable.
6. Tell us about a time when your supervisor criticized your work. How did you respond?
7. Tell us about some demanding situations in which you managed to remain calm and composed.

8. There are times when we are placed under extreme pressure on the job. Tell about a time when you were under such pressure and how you handled it.
9. What have you done to further your own professional development in the past 5 years?
10. When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? Can you give an example?

### **Persuasion**

1. Describe a situation in which you were able to positively influence the actions of others in a desired direction.
2. Describe a situation where you were able to use persuasion to successfully convince someone to see things your way.
3. Describe a time when you were able to convince a skeptical or resistant customer to purchase a project or utilize your services.
4. Have you ever had to persuade a group to accept a proposal or idea? How did you go about doing it? What was the result?
5. Have you ever had to persuade a peer or manager to accept an idea that you knew they would not like? Describe the resistance you met and how you overcame it.
6. How do you get a peer or colleague to accept one of your ideas?
7. In selling an idea, it is sometimes useful to use metaphors, analogies, or stories to make your point. Give a recent example of when you were able to successfully do that.
8. Tell us about a time when you had to convince someone in authority about your ideas. How did it work out?
9. Tell us about a time when you used facts and reason to persuade someone to accept your recommendation.
10. Tell us about a time when you used your leadership ability to gain support for what initially had strong opposition.
11. Tell us about a time when you were able to successfully influence another person.

### **Planning and Organization**

1. Describe how you develop a project team's goals and project plan?
2. How do you schedule your time? Set priorities? How do you handle doing twenty things at once?
3. What do you do when your time schedule or project plan is upset by unforeseen circumstances? Give an example.
4. What have you done in order to be effective with your organization and planning?

### **Presentation**

1. How do you prepare for a presentation to a group of technical experts in your field?
2. How would you describe your presentation style?
3. Tell us about the most effective presentation you have made. What was the topic? What made it difficult? How did you handle it?
4. What kinds of oral presentations have you made? How did you prepare for them? What challenges did you have?

### **Problem Solving**

1. Describe the most difficult working relationship you've had with an individual. What specific actions did you take to improve the relationship? What was the outcome?
2. Give me an example of a situation where you had difficulties with a team member. What, if anything, did you do to resolve the difficulties?
3. Have you ever been caught unaware by a problem or obstacles that you had not foreseen? What happened?

4. Tell us about a time when you did something completely different from the plan and/or assignment. Why? What happened?
5. What are some of the problems you have faced; such as between business development and project leaders, between one department and another, between you and your peers? How did you recognize that they were there?
6. When was the last time something came up in a meeting that was not covered in the plan? What did you do? What were the results of your judgment?

#### **Problem Resolution**

1. Describe a situation where you had a conflict with another individual, and how you dealt with it. What was the outcome? How do you feel about it?
2. Describe a time in which you were faced with problems or stresses which tested your coping skills. What did you do?
3. Describe a time when you facilitated a creative solution to a problem between two employees.
4. Give a specific example of a time when you used good judgment and logic in solving a problem.
5. Give an example of a problem which you faced on any job that you have had and tell how you went about solving it.
6. Give an example of when you "went to the source" to address a conflict. Do you feel trust levels were improved as a result?
7. Problems occur in almost all work relationships. Describe a time when you had to cope with the resentment or hostility of a subordinate or co-worker.
8. Some problems require developing a unique approach. Tell about a time when you were able to develop a different problem-solving approach.
9. Sometimes the only way to resolve a defense or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground.
10. Sometimes we need to remain calm on the outside when we are really upset on the inside. Give an example of a time that this happened to you.
11. Tell us about a recent success you had with an especially difficult employee/co-worker.
12. Tell us about a situation in which you had to separate the person from the issue when working to resolve issues.
13. Tell us about a time when you identified a potential problem and resolved the situation before it became serious.
14. There is more than one way to solve a problem. Give an example from your recent work experience that would illustrate this.

#### **Project Management**

1. Tell us about a time when you influenced the outcome of a project by taking a leadership role. Using a specific example of a project, tell how you kept those involved informed of the progress.

#### **Relate Well**

1. Describe a situation where you had to use conflict management skills.
2. Describe a situation where you had to use confrontation skills.
3. Give me an example of a time when a company policy or action hurt people. What, if anything, did you do to mitigate the negative consequences to people?
4. How do you typically deal with conflict? Can you give me an example?
5. Tell us about a time when you were forced to make an unpopular decision.

6. What would your co-workers (or staff) say is the most frustrating thing about your communications with them?

### **Removing Obstacles**

1. Have you ever dealt with a situation where communications were poor? Where there was a lack of cooperation? Lack of trust? How did you handle these situations?
2. What do you do when a subordinate comes to you with a challenge?
3. What have you done to help your subordinates to be more productive?
4. What have you done to make sure that your subordinates can be productive? Give an example.

### **Resolving Conflict**

1. Have you ever been in a situation where you had to settle an argument between two friends (or people you knew)? What did you do? What was the result?
2. Have you ever had to settle conflict between two people on the job? What was the situation and what did you do?
3. Tell us about a time when you had to help two peers settle a dispute. How did you go about identifying the issues? What did you do? What was the result?

### **Resource Management**

1. Tell us about a time when you organized or planned an event that was very successful.

### **Scheduling**

1. Describe the most difficult scheduling problem you have faced.
  - a. How did you assign priorities to jobs?
  - b. How did you go about making job assignments?
2. We all have been over-loaded a time or two, how do you meet your job assignments?

### **Self-Assessment**

1. Can you recall a time when you were less than pleased with your performance?
2. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
3. Give me a specific occasion in which you conformed to a policy with which you did not agree.
4. Give me an example of an important goal that you had set in the past and tell me about your success in reaching it.
5. If there were one area you've always wanted to improve upon, what would that be?
6. In what ways are you trying to improve yourself?
7. Tell us about a time when you had to go above and beyond the call of duty in order to get a job done.
8. What do you consider to be your professional strengths? Give me a specific example using this attribute in the workplace.
9. What goal have you set for yourself that you have successfully achieved?
10. What was the most useful criticism you ever received?

### **Selecting and Developing People**

1. How do you coach an employee in completing a new assignment?
2. What have you done to develop your subordinates? Give an example.
3. What have you done to improve the skills of your subordinates?
4. What was your biggest mistake in hiring someone? What happened? How did you deal with the situation?
5. What was your biggest success in hiring someone? What did you do?

### **Setting Goals**

1. Did you have a strategic plan for your department? How was it developed? How did you communicate it to the rest of your staff?
2. How do you communicate goals to subordinates? Give an example.
3. How do you involve people in developing your unit's goals? Give an example.
4. What company plans have you developed? Which ones have you reached? How did you reach them? Which have you missed? Why did you miss them?
5. What goals did you miss? Why did you miss them?
6. What goals have you met? What did you do to meet them?
7. What were your annual goals at your most current employer? How did you develop these goals?
8. What were your long-range plans at your most recent employer? What was our role in developing them?

### **Setting Performance Standards**

1. How do you go about setting goals with subordinates? How do you involve them in this process?
2. How do you let subordinates know what you expect of them?
3. What performance standards do you have for your unit? How have you communicated them to your subordinates?

### **Setting Priorities**

1. Have you ever been overloaded with work? How do you keep track of work so that it gets done on time?
2. How do you manage your time?
3. How do you schedule your time?
4. When given an important assignment, how do you approach it?

### **Sound Judgment**

1. Describe a situation when you had to exercise a significant amount of self-control.
2. Give me an example of a time in which you had to be relatively quick in coming to a decision.
3. Give me an example of when you were able to meet the personal and professional demands in your life yet still maintained a healthy balance.
4. Give me an example of when you were responsible for an error or mistake. What was the outcome? What, if anything, would you do differently?
5. If you were interviewing for this position what would you be looking for in the applicants?
6. We work with a great deal of confidential information. Describe how you would have handled sensitive information in a past work experience. What strategies would you utilize to maintain confidentiality when pressured by others?
7. When have you had to produce results without sufficient guidelines? Give an example.

### **Strategic Planning**

1. Describe what steps/methods you have used to define/identify a vision for your unit/position.
2. How do you see your job relating to the overall goals of the organization?
3. In your current or former position, what were your long and short-term goals?
4. Tell us about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.

### **Stress Management**

1. How did you react when faced with constant time pressure? Give an example.
2. People react differently when job demands are constantly changing; how do you react?
3. What kind of events cause you stress on the job?
4. What was the most stressful situation you have faced? How did you deal with it?

### **Teamwork**

1. Describe a situation in which you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the end result?
2. Describe a team experience you found disappointing. What would you have done to prevent this?
3. Describe a team experience you found rewarding.
4. Describe the types of teams you've been involved with. What were your roles?
5. Describe your leadership style and give an example of a situation when you successfully led a group.
6. Give an example of how you have been successful at empowering a group of people in accomplishing a task.
7. Give an example of how you worked effectively with people to accomplish an important result.
8. Have you ever been a project leader? Give examples of problems you experienced and how you reacted.
9. Have you ever been in a position where you had to lead a group of peers? How did you handle it?
10. Have you ever participated in a task group? What was your role? How did you contribute?
11. Please give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project?
12. Some people work best as part of a group - others prefer the role of individual contributor. How would you describe yourself? Give an example of a situation where you felt you were most effective.
13. Tell us about a time that you had to work on a team that did not get along. What happened? What role did you take? What was the result?
14. Tell us about a work experience where you had to work closely with others. How did it go? How did you overcome any difficulties?
15. Tell us about the most difficult challenge you faced in trying to work cooperatively with someone who did not share the same ideas? What was your role in achieving the work objective?
16. Tell us about the most difficult situation you have had when leading a team. What happened and what did you do? Was it successful? Emphasize the "single" most important thing you did?
17. Tell us about the most effective contribution you have made as part of a task group or special project team.
18. Think about the times you have been a team leader. What could you have done to be more effective?
19. What is the difficult part of being a member, not leader, of a team? How did you handle this?
20. What role have you typically played as a member of a team? How did you interact with other members of the team?
21. When is the last time you had a disagreement with a peer? How did you resolve the situation?
22. When working on a team project have you ever had an experience where there was strong disagreement among team members? What did you do?

### **Time Management Schedule**

1. Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
2. How do you determine priorities in scheduling your time? Give an example.
3. How do you typically plan your day to manage your time effectively?

4. Of your current assignments, which do you consider to have required the greatest amount of effort with regard to planning/organization? How have you accomplished this assignment? How would you assess your effectiveness?

#### **Toughness**

1. On many occasions, managers have to make tough decisions. What was the most difficult one you have had to make?
2. Tell us about setbacks you have faced. How did you deal with them?
3. What has been your major work related disappointment? What happened and what did you do?
4. What is the most competitive situation you have experienced? How did you handle it? What was the result?
5. What was your major disappointment?

#### **Variety**

1. How many projects do you work on at once? Please describe.
2. When was the last time you made a key decision on the spur of the moment? What was the reason and result?
3. When was the last time you were in a crisis? What was the situation? How did you react?
4. Which of your jobs had the most rapid change? How did you feel about it?

#### **Values Diversity**

1. Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported.
2. Tell us about a time that you successfully adapted to a culturally different environment.
3. Tell us about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective.
4. Tell us about a time when you made an intentional effort to get to know someone from another culture.
5. What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
6. What have you done to support diversity in your unit?
7. What measures have you taken to make someone feel comfortable in an environment that was obviously uncomfortable with his or her presence?

## **APPENDIX C**

### **Questions to Avoid During Interviews**

There are many laws governing employment and for maintaining equal opportunities for all applicants. Below are questions to **NEVER** ask during a job interview.

#### **QUESTIONS ON AGE**

How old are you?

When did you graduate from High school? College?

#### **QUESTIONS ON SEX**

Are you married?

Do you intend to get married?

Do you have children?

Are you a single parent?

Do you practice birth control?

Do you live by yourself?

How many people live in your household?

Do you have someone who can take care of a sick child?

What is your sexual orientation?

Are you straight?

Do you have a maiden name?

Where does your spouse work?

#### **QUESTIONS ON ETHNIC ORIGIN/RACE**

What is your nationality?

Where are your parents from?

What languages do you speak?

Are you bilingual? (unless job related)

What language do you speak at home?

What's the origin of your name?

#### **QUESTIONS ON RELIGION/POLITICAL BELIEFS**

What church are you a member of?

Are you a member of a religious group?

With what political party are you affiliated?

#### **QUESTIONS ON DISABILITIES**

What health problems do you have?

Do you have any back problems?

When were you in the hospital last?

## APPENDIX D

### Interview Questions Guide

Interviewer's Name: \_\_\_\_\_

**INSTRUCTIONS** This form is used by hiring committees to develop interview questions. The same questions will be asked of all the applicants interviewed. Record the questions and the anticipated answer(s) before the interview begins. Make sure to document all answers. This needs to be done by all committee members. After the interview is conducted give the applicant an overall score. It is important to maintain documents in accordance with the respective retention periods.

Applicant's Name	Date
Job Title	Score

<b>Question 1:</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

<b>Question 2:</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

<b>Question 3:</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

<b>Question 4:</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

<b>Question 5:</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

<b>Question 6:</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

<b>Question 7</b>
<b>Anticipated Answer(s):</b>
<b>Applicant's Answer:</b>

Overall Score (to be completed upon close of interview):	
<b>1</b>	<b>POOR</b>
<b>2</b>	<b>FAIR</b>
<b>3</b>	<b>GOOD</b>
<b>4</b>	<b>VERY GOOD</b>
<b>5</b>	<b>EXCELLENT</b>

## APPENDIX E

### Telephone Reference Contact

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**INSTRUCTIONS** This is used by the departmental hiring supervisors to record responses to the questions regarding a reference check for a job applicant. Suggested questions are included, you may add or change any questions.

Applicants Name:	Date:
Company Contacted:	Reference's Name:
Your Name:	Reference's Title:

Thank you for taking my call. <Applicant's name> is a finalist for the position of <job title> at Blinn College and has indicated you as a reference or previous employer. May I ask you some questions about <Applicant's name>?

In what capacity have you known the applicant? And for how long?
What was <Applicant's name> title, salary, and dates of employment with your organization?
How would you describe <Applicant's name> work?

How would you describe <Applicant's name> style of relating to people?

What are <Applicant's name> strongest job skills?

Have you perceived any weaknesses in work performance?

Is there anything else you would like to tell me about <Applicant's name> work performance or behavior?

Is <applicant name> eligible for re-hire with your company?

NEED HELP?  
Contact Blinn HR at  
979.830.4128 or 979.209.7546

## **APPENDIX F**

### **Record Retention Checklist for Position Postings**

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**INSTRUCTIONS** This form is used by the hiring department as a record retention checklist for Blinn College position files.

<b>Position Posting Name:</b>	<b>Date:</b>
<b>Posting #:</b>	
<b>A. Documents Maintained by Human Resources in PeopleAdmin Job Postings:</b>  Position Posting All Applicants (referred and not referred) All attached documents ( resumes, cover letters, test scores, and other attachments) Criminal Background Check (maintained on vendor site) Position Description Selective Service Form (if applicable) Other Documents	
<b>B. The Hiring Department should maintain a hard copy Position File of postings that consist of the following items:</b>  Position Description Position Posting Hiring Matrix from all committee members Interview Question/Answers (All) Reference Checking Materials (All) All notes, e-mails, etc.	

NEED HELP?  
Contact Blinn HR at  
979.830.4128 or 979.209.7546

## **APPENDIX G**

### **Blinn College Administrative Procedures Manual**

**SUBJECT: Applicant Interview and Moving/Relocation Expense Reimbursement**      **EFFECTIVE DATE: New Procedure**  
**REVISION DATE: 4-8-14**

#### **Travel Expenses for On-Site Interview Candidates**

Blinn College District may pay a qualified applicant approved travel expenses related to an on-site interview for certain exempt level positions. The Human Resources Department should be contacted to obtain approval for reimbursement of expenses prior to the interview.

Airfare may be reimbursed in an amount not to exceed round trip coach class up to a maximum of \$500 for Administrative level positions and \$300 for Faculty and/or Professional staff recruited nationally or regionally.

Meals, lodging and additional allowable expenses may be reimbursed up to a maximum of \$250 for Administrative level positions and \$150 for Faculty and/or Professional staff. Expenses may be reimbursed after actual receipts have been received and processed by the College District. If an applicant declines an offer of full-time employment, his/her expenses will not be reimbursed. Any expense of an interviewee prior to being selected as an interview candidate will not be reimbursed.

#### **Moving/Relocation Expenses**

Blinn College District, at the discretion of the District President or designee, may reimburse reasonable and eligible moving/relocation expenses for newly hired administrative employees. The College reserves the right to nullify or amend these procedures as needed.

The total value of the moving/relocation allowance shall not exceed the following:

Administrative/Director Level - 4% of base salary and Vice President Level - 6% of base salary. Payments of expenses in amounts exceeding this schedule may be granted upon recommendation of the District President or designee.

Deductible expenses related to moving/relocation are not reported as taxable income in the employee's W-2 form. Deductible expenses may include the following up to the pre-approved maximum level: packing of household goods at the former residence and unpacking at the destination; transportation of household goods and personal effects by a professional moving company; mileage allowance at the allowable rate; rental of a truck and expenses incurred in moving/relocating household goods by the individual; full transit protection of household goods, temporary storage cost for a period not to exceed 30 days; and/or disconnection and installation of moved appliances.

Non-deductible expenses are considered additional income to the employee and are subject to Federal, Social Security, and Medicare taxes. The following non-deductible expenses may be covered up to the pre-approved maximum amount: food and lodging for travel between old and new residence; mileage for a personal second vehicle; pre-move house-hunting trip; and/or temporary living expense after arrival not to exceed 30 days.

The following are expenses which will NOT be reimbursed by the College District: removal and installation of drapes, carpeting, lights, etc.; maid service, childcare, etc.; moving of animals, plants, or any other property not usually defined as household goods; movement of perishable food products; cleaning, repair, renovation or lawn expenses at former or new residence; buy-out of unexpired leases;

installation of electrical, telecommunication lines; and/or storage or movement of boats and/or other recreational vehicles.

The newly hired employee must submit the original receipts for eligible expenses, along with his/her completed expense report to the appropriate Vice President or District President who will arrange for reimbursement.

If an employee resigns his/her position within a 24-month appointment, he/she will be required to repay 100% of reimbursement for moving/relocation expenses.

## BLINN COLLEGE ADMINISTRATIVE PROCEDURE MANUAL

**SUBJECT:** Background Checks

**EFFECTIVE DATE:** 11-16-07

**REVISION DATE:**

### Definitions

**Background Checks:** Checks can include, but not limited to, fair credit report, criminal record, sex offenders, work reference history, character references, and other business related inquiries.

**Applicant:** An individual, who applies for an authorized, posted position with the Blinn College District.

**Controlled Substance:** The meaning assigned in Texas Health & Safety Code § 481.002, as that section may be amended from time to time.

**Criminal Conviction Record Information:** Public information maintained by the Department of Public Safety as provided in Texas Government Code § 411.135.

**Criminal History Record Information:** Information collected about a person by a criminal justice agency that consists of identifiable descriptions and notations of arrests, detentions, indictments, information, and other formal criminal charges and their dispositions, as more fully described in Texas Government Code § 411.082.

**Current Employee:** A person who is on the Blinn College District's payroll when background checks are requested or performed.

**Security Sensitive:** Positions in which described in Board Policy DC (Legal) and those positions designated by the College District. Positions designated by the College District have the ability or access to interact with a student.

A position is considered posted when it is placed on the Blinn College District's employment website and, as determined by College District administration, and/or is advertised externally via electronic or printed media. The position advertisements and posting notices will state "This position is subject to the successful completion of a background check."

### Purpose

The Blinn College District strives to provide the safest possible environment for students, visitors, faculty, and staff. In an effort to maintain a safe environment, the College District shall conduct background checks on applicants who are selected as finalists to fill posted positions.

### Personnel Changes Subject to Background Checks

Current employees, under final consideration, following the normal screening and selection processes for a new position, may be subject to a background check.

### Procedures

All final applicants for posted positions deemed security sensitive shall be required to have a background check conducted prior to the first day of employment. The background check will occur after a conditional offer has been made by the hiring manager and accepted by the finalist. Employment may not begin until the College District accepts as satisfactory the results of the background check. If circumstances require that an offer be made before the completion of a background check, the offer must be in writing and state that the offer is contingent on the completion of a satisfactory background check. Any exception(s) must

be authorized by the Director of Human Resources. If the finalist does not receive a satisfactory background check, the job offer will be withdrawn and the candidate may not be hired in the position.

Responsible party or parties must be identified for the following key actions:

1. Obtaining the authorization form to conduct the background check - shall be done by the HR department or third party vendor.
2. Conducting the background check shall be initiated by the HR department.
3. Making the decision to offer employment to an applicant shall be recommended by the HR department in consultation as appropriate with the appropriate administrators.
4. The decision to promote, transfer or reclassify an employee shall be recommended by the HR department in consultation with the appropriate administrators.

The College District or third party vendor shall obtain an authorization form from the applicant prior to conducting a background check. The authorization may be in either paper or electronic form. The form must include the notice required by Texas Government Code § 559.003 , as it may be amended from time to time.

All background history record information obtained by the College District may be used only for the purpose of evaluating applicants for employment and shall not be used to discriminate on the basis of race, color, national origin, religion, sex, handicap, age or against other protected groups.

Background history record information, including conviction information contained therein, will be regarded as confidential as required by law and will not be made a part of the applicant's file or the employee's personnel file or communicated to any unauthorized person (Texas Government Code § 411.085).

The College District's policies and procedures do not automatically disqualify from employment all individuals with conviction records. The procedures shall provide that, in the event the investigation reveals criminal convictions or other related relevant information, the Human Resources Director will advise on a case-by-case basis whether the individual is qualified based on factors such as:

1. Specific duties of the position;
2. Number of offenses;
3. Nature of each offense;
4. Length of intervening time between the offense and the employment decision;
5. Employment history;
6. Efforts at rehabilitation; and
7. Accuracy of the information that the individual provided on the employment application.

### **Satisfactory and Unsatisfactory Results**

A review will not be considered to be satisfactory if the background check identifies:

1. Conviction for an offense that involved use or possession of an unlawful weapon or firearm;
2. Conviction for an offense under the following sections of the Texas Penal Code: Title 5 (Offenses Against the Person); Title 6 (Offenses Against the Family); or Chapter 43 (Public Indecency) or their counterparts in other states; or
3. Conviction for an offense that involves misconduct pertinent to the job responsibilities of the position for which the applicant is being considered.

An applicant, whose record indicates that criminal charges are pending, may not be considered for a position until final disposition of the charges. This assessment will follow the guidelines established under "Satisfactory and Unsatisfactory Results" of this procedure.

## **Decision about Hiring and Communication of Results**

If the background check is satisfactory, the HR department will communicate this conclusion to the hiring manager. The hiring process may be completed and/or the conditional nature of any offer of employment removed.

If the background check identifies convictions, the Director of Human Resources or designee will discuss with the hiring and approval managers the candidate's eligibility for hire. This review will consider the essential function of the position, the details regarding the conviction, whether the conviction should have been disclosed in the hiring process and what verification might be appropriate.

## **Use of Information Collected in a Criminal Background Check**

The only information that will be retained by the College District is whether the applicant has passed or failed the background check.

All conviction and other background data collected under these procedures shall be used for the exclusive purpose of evaluating the individual for employment, shall be privileged and confidential, and shall not be released or otherwise disclosed to any other person or agency (other than those persons involved in the hiring process) except under court order. After hire, all background and/or criminal history information relating to the application will be destroyed by shredding. Documentation of non-hire will only state the background check verification was not satisfactory for the position applied. Any employee who releases or causes to be released information collected pursuant to this procedure shall be subject to the penalties established for disclosure of confidential information in the Texas Open Records Act, under Texas Penal Code §411.085 and under College District operating rules.

## **Employee Rights and Obligations**

Prior to report destruction, any applicant for a position who is not hired because the College District received an unsatisfactory report may request a copy of the report for personal review. An applicant who states his or her background information is not correct shall not be eligible for hire or appointment to a position within the College District until the official records utilized by the College District confirm the correction to the information. The College District is not obligated to hold a position or an offer open to allow a candidate to correct his or her record.

## **Current Employee Checks**

The College District reserves the right to perform a background check for any position(s) or person(s) or for any department(s) for good cause.

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