

# WORCESTER STATE UNIVERSITY

## PERSONNEL SEARCH, SELECTION AND APPOINTMENT PROCEDURE

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### Full Time Faculty and Staff

One of our most significant activities at Worcester State University is the hiring of new personnel. This document contains the guidelines and procedures that govern that process, from the original request for a position to the actual hiring of an individual to fill that position. A number of different offices are involved in this process, and it is important that all involved be knowledgeable about these procedures, so that the search process can be conducted effectively and efficiently.

The procedures outlined in this document reflect both external and internal requirements for a personnel search. Adhering to them ensures that the search is conducted in a manner equitable to all parties.

We frequently think of the hiring process solely as an opportunity for us to judge applicants...we should remember that, in addition, it gives applicants an opportunity to judge us - and when we conduct a search carefully and professionally, all candidates emerge with a positive impression of the campus and our community.

#### 1. Request and Approval for New/Replacement Personnel

The Academic Department Chair or Administrative Office Director initiates requests for new or replacement personnel staffing by completion and submission of the Request for New/Replacement Personnel Form (exhibit A). The Human Resources Office will coordinate this activity.

In the case of administrative or classified positions, a current job description must accompany the form.

The Chair/Director completes section 1 in full and submits the request to the area Vice President or Dean, who obtains pertinent information from the Director of Human Resources and Vice President for Fiscal Affairs, and then forwards the form to the President.

The President notes the action approved on the form and returns it to the Human Resources Office.

#### 2. Advertisement Preparation and Approval

Upon approval by the President, material for a standard format advertisement will be prepared by the Human Resources Office, using the Personnel Search Advertisement Request Form (exhibit B).

The Director of Human Resources will review the form for completeness and correctness and forward it to the Director of Diversity/Affirmative Action Officer for review and approval. It is then forwarded to the area Vice President or Dean for final approval before it is returned to the Human Resources Office.

The Human Resources Office will compose the advertisement using a standard advertising format, and place the advertisement.

Advertisements will normally be placed as follows:

- (a) For faculty positions - *Chronicle of Higher Education* and one appropriate professional journal.  
Higherjobs.com and the HR website
- (b) For administrative positions for Director and above  
*Chronicle of Higher Education* and local publication.  
Higherjobs.com and the HR website
- (c) For other administrative positions - local publication.  
Higherjobs.com and the HR website
- (d) For classified positions - local publication.  
HR website

In addition, advertisements may be placed in appropriate ethnic publications as well as selected electronic sites.

### 3. Job Posting Process

The following procedures will govern the on-campus posting of position vacancies:

- (a) For AFSCME unit (classified) positions, position announcements will be posted on designated bulletin boards for 10 calendar days. At the end of 10 calendar days all qualified internal candidates will be exclusively considered. In the event there are no qualified internal candidates at the end of 10 days, or the pool of internal candidates does not provide a qualified finalist, the position will be advertised.
- (b) For APA unit (administrative) positions, posting and advertisement will be simultaneous.
- (c) For MSCA unit (faculty) positions, posting and advertisement will be simultaneous.
- (d) For non-unit positions, posting and advertisement will be simultaneous.

For purposes of this policy, internal candidates to be considered exclusively are those who are permanent employees of the University at the time of application.

#### 4. Appointment of Search/Screen Committee

Upon posting/placement of an advertisement for a vacant position, the Chair/Director, with the approval of the area Vice President or Dean will appoint a search/screen committee. The following guidelines will govern committee formation:

- (a) For faculty position searches, the MSCA contract procedure for search/screen committee selection, including Department Chair's role, will be observed.
- (b) For administrative position searches for Vice President the committee will be formed of no less than 9 members; for Deans, Directors, and Executive Directors of no less than 7 members; for Staff Associate or Staff Assistant of no less than 3 members.
- (c) For classified position searches the committee will be formed of no less than 3 members. For grade 11 and below no search committee is required. However, all other affirmative action guidelines must be observed.
- (d) Immediate supervisors will not be appointed to any search/ screen committee for which the position will report to him/her.
- (e) Committees appointed for Dean or Executive Director positions must be approved by the President. Committees for Vice President positions will be appointed by the President.
- (f) Chairs of search/screen committees shall be recommended by the Director forming the committee, and approved by the area Vice President.
- (g) Where appropriate, committees should include cross-institutional representation, and should always reflect the diversity of the campus.

Upon formation of a search/screen committee, the Chair/Director forming the committee will notify the Director of Human Resources and Director of Diversity/Affirmative Action Officer in writing of the names of the committee chair and committee members.

#### 5. Application Process

All applications for posted/advertised positions must be received by the Human Resources Office, which will acknowledge receipt of applications and provide applicants with a voluntary Affirmative Action Data Form (exhibit C), and an Employment Application Form.

The Human Resources Office accumulates all applicant files and documents, and prepares a roster of all applicants on an Applicant Rating Sheet (exhibit D). All applicant files and Applicant Rating Sheets are provided to the committee chair, which is responsible for calling the first meeting of the search/screen committee.

The Director of Diversity/Affirmative Action Officer will accumulate the voluntary Affirmative Action Data Forms and will identify individuals who are members of a protected group. The Director will select those who meet the minimum qualifications of the position, and request that the chair of the search committee add them to the list of candidates who will be interviewed by telephone. This process will also be followed for candidates selected to be invited to the campus for an interview. The Affirmative Action Officer may request additions to the list.

After the telephone interviews are completed, the Chair of the search committee will send the Affirmative Action Officer the names of those to be invited. If, at this point, the Director of Diversity/Affirmative Action Officer believes that there are insufficient qualified applicants from protected classes in the applicant pool, s/he may issue such an advisory opinion to the committee chair, chair/Director, area Vice President, and President, with recommended action such as extension of the search deadline and re-advertisement.

If such an advisory is issued, the area Vice President/Dean and President will determine what action is appropriate given the particular circumstances.

## 6. Search and Screen Procedure

Prior to calling the first meeting, the committee chair is required to meet with the Director of Diversity/Affirmative Action Officer and the Director of Human Resources to review and discuss affirmative action guidelines and human resource procedures.

The chair of the committee convenes the first meeting of the committee, which will consist of (1) a briefing from the Department Chair/Director and area Vice President or Dean about the position, to include job responsibilities, required and preferred qualifications, and pay range; (2) a briefing from the Director of Diversity/Affirmative Action Officer on diversity goals and affirmative action guidelines, and a "do's and don'ts" checklist; (3) a briefing from the committee chair (and the Director of Human Resources, if desired) on search/screen procedures, time frames and deadlines, travel and interview arrangements, etc., and (4) the development of a future meeting schedule.

The chair of the search committee is responsible for ensuring that the screening and interview process is conducted in accordance with affirmative action procedures and requirements and University policies. Further, the Department Chair/Director and area Vice President or Dean are responsible for ensuring that the committee as a whole has been sensitive and diligent in working towards achieving the diversity goals of the University, and that fair and equitable treatment has been afforded all candidates.

### A. Screening Process

The search committee will conduct a screening of applicants, reducing the applicant pool to no more than 10 semi-final candidates. (The Applicant Rating Sheet, provided by the Office of Human Resources, may be used for this purpose.)

Once the semi-final pool is chosen, the search committee chair will so notify the Director of Human Resources and the Affirmative Action Officer to ask that applicants not included be advised of the committee's action and thanked for their interest in the position. At this stage, the Affirmative Action Officer may ask the committee to include protected group candidates.

With the selection of a pool of semi-final candidates, the Director of Human Resources will directly contact all semifinal candidates to confirm their continued interest in the position and request that each semi-finalist submit a minimum of three current original letters of reference, (written within the last 6 months), and an official transcript of course work for their highest degree earned. This also provides an opportunity to discuss the salary range, approximate interview dates and times, and other pertinent information.

The search committee will then further review all submitted references and other information in order to choose a pool of final candidates to be invited for on-campus interviews.

It is expected that this will result in the naming of individuals recommended by the search committee for the position; in the event the on-campus interview process cannot provide a minimum of 3 individuals, the search committee may bring additional semi-finalists for interviews until at least 3 recommendations come forward.

## B. Interview Process

Semi-finalists for faculty and management positions will first be interviewed via the telephone using a speaker phone so that the entire search committee can participate. The Affirmative Action Officer is provided with a list of the candidates and the questions to be asked for review and approval. Protected group applicants may be added at this time.

As a result of this initial interview, the committee will develop a list of finalists to come to campus to meet directly with the committee and other pertinent groups and individuals. The Affirmative Action Officer is again provided with a list of the candidates.

For faculty positions, in addition to the Department Chair who must meet with each candidate, this might include students, faculty not on the search committee, or members of an external advisory committee. Candidates must also meet with the Vice President for Academic Affairs; a meeting with the President is optional.

For administrative positions of Director and above, this will include students (if appropriate), the immediate supervisor and the area Vice President. A meeting with the President is optional. For administrative positions of Staff Assistant or Staff Associate, this will include the immediate supervisor, Director, and area Vice President/Dean.

For classified positions, this will include the immediate supervisor and Director.

The search committee establishes an interview schedule for all candidates, to include; a tour of the campus and meetings with other pertinent groups. The Human Resource Office is responsible for making all arrangements for candidate travel and lodging.

Arrangements for candidate travel reimbursement will follow the University's policy for reimbursement for such expenses, which will be made available to all candidates invited for on-campus interviews.

## 7. Selection and Appointment Process

### A. Selection

Upon completion of the interview process, the search committee will select and recommend 3 candidates for the position to be filled. (In the case of faculty positions, the Department Chair independently selects and recommends 3 candidates and forwards that list directly to the Vice President, Academic Affairs.)

The recommendation of 3 candidates will be made in writing by the search committee chair by completing page 1 of the Affirmative Action Certification (exhibit E), including all statistical information, and forwarding that along with the files of all documents of the 3 final candidates, to:

(a) For faculty, the Vice President, Academic Affairs.

After all candidates are interviewed on campus the following steps are to be followed: This recommendation should be made using the following process:

- i Someone from the search committee interviews at least one recommender for each candidate on the phone. Ask follow up questions based on their written comments. Always ask the following questions: "Is there anything else that we should know about this individual?"
- ii The search committee sends the department chair a written statement of the strengths and weaknesses of each candidate who was interviewed on campus and a summary of the phone conversation with the recommender.
- iii The chair prepares his/her own independent statement of the strengths and weaknesses of the candidates and, if he/she differs from the search committee, briefly explain the difference.
- iv The chair forwards to the Vice President for Academic Affairs the search committee's statement of the strengths/weaknesses, the summary of the recommenders comments, and his/her own statement of strengths and weaknesses.
- v The chair of the search committee signs and sends to the Vice President for Academic Affairs the Affirmative Action Certification form. The Vice President for Academic Affairs Office will get all the signatures on this form, including the president's before he/she will contact a candidate to make the offer.

(b) For administrative, the respective Director.

(c) For classified, the immediate supervisor or Director.

If there are particularly unique situations or circumstances that preclude the naming of three recommendations, the search committee chair and area Vice President will seek further clarification from the President.

## B. Appointment

- (a) For administrative and classified appointments, upon receipt of the recommendations/Affirmative Action Certification, and materials of the 3 final candidates, the Director reviews the material, makes a prioritized recommendation by so noting on the form, signs the Affirmative Action Certification and submits this along with the applicant material to the area Vice President.
- (b) In the case of faculty positions, the recommendation of 3 final candidates is made directly to the Vice President, Academic Affairs. Follow the guidelines in Section A.
- (c) The area Vice President then obtains final salary approval for the position from the President, reviews the recommendations and material, conducts further appropriate reference checks and telephone interviews, selects the final candidate and completes the final candidate section on the Affirmative Action Certification, obtains the signature of the Director of Diversity/Affirmative Action Officer, and submits the completed form to the President.
- (d) The President will execute the Affirmative Action Certification and forward it, along with the applicant files and material, to the Director of Human Resources, who will prepare a formal appointment letter for signature as follows:
  - For faculty, by the Vice President, Academic Affairs
  - For administrative and classified, by the area Vice President

The signed letter of appointment will be returned to the Human Resources Office, which will make copies for the Department Chair/Director, area Vice President/Dean, and union representative, and mail it to the successful candidate along with a notice of required documentation.

The Human Resources Office will be responsible for follow-up to the appointment letter, ensuring that the University receives formal confirmation of acceptance, that all personnel records are complete, and the new employee is entered on the payroll.

## 8. Emergency Appointment Procedures

Emergency appointments - may be made upon recommendation of the Department Chair/Director to the area Vice President, with the approval of the President.

Such emergency appointments are to be limited to circumstances of timing where instruction or service to students will be significantly impaired if the position is to remain vacant.

In order to complete an emergency appointment, the area Vice President makes a written recommendation to the President, accompanied by the request and justification from the Department Chair/Director. Upon written endorsement by the President, the Personnel office will prepare a letter of emergency appointment for signature by the Vice President, Academic Affairs (for faculty) or the President (for administrative or classified).

Revised 10/10/07

## HR Search Responsibilities

1. Search committee informs HR of candidate that they would like to interview on the first round. Usually this is done via the telephone using the speaker phone in the HR Conference room. (remember to send your list of candidates and interview questions to the Affirmative Action Officer for her/his approval)
2. HR will contact the candidates and secure date, time and phone number for the call.
3. Once round one is complete, the search committee selects candidates, dates and times for the campus interviews. HR will again contact the candidates and schedule them for their on-campus interviews. All travel and hotel arrangements will be made by HR.
4. On campus interviews will generally be one day in length. We prefer not to have more than one candidate for any one position on campus at the same time. The schedule for the day should include the following:

- |  |                  |
|--|------------------|
| a. HR Director   | 30 minutes       |
| b. Search Committee  | 60 minutes       |
| c. Department Chair  | 60 minutes       |
| d. Lunch   | 60 minutes       |
| e. VP AA   | 45 minutes       |
| f. Teaching Demonstration  | 30 to 50 minutes |
| (please identify any particular topic for the demo along with any particular technology needs) |                  |
| g. Campus Tour   | As needed        |

**The chair of the search committee is responsible for developing this schedule!**

Committees should consider arranging for the teaching demonstration to be before the honor students from the department as well as inviting other faculty members to attend. Lunch might also include a cross section of students and faculty or might be combined with the time with the chair. Please keep the cost reasonable. The dining hall is a good place to go.

If the candidates spend the night either before or after the interview, it might also be appropriate for someone from the department to have dinner with them.

If anyone incurs expenses, such as for dinner, receipts must be given to Human Resources immediately in order to insure timely reimbursement. (Example: The day after you have paid for the dinner)

All applicant files must stay in the Human Resources Department. Candidacies are confidential and we receive addendums to files on a daily basis. It would be impossible for us to match incoming paperwork such as recommendations and transcripts if the files were allowed to wander. We have numerous conference rooms available for search committee members to use as they review applications. We are open Monday through Friday from 7:30 a.m. until 5:00 p.m.

and will be here during semester break. Please call before you come over just to make sure we are here and that the files are accessible and the rooms are available.

Remember, the candidates are interviewing us at the same time that we are interviewing them. If you have any questions or concerns about this process please do not hesitate to contact the Affirmative Action Officer or the Human Resources Department.

**WORCESTER STATE UNIVERSITY**

**REQUEST FOR NEW/REPLACEMENT PERSONNEL**

**SECTION 1 (To Be Completed by Requester)**

Job Title: \_\_\_\_\_

(For administrative and classified positions, a complete and current job description must be attached.)

Reason for Request: \_\_\_\_\_

\_\_\_\_\_

Proposed Pay Range: \_\_\_\_\_ Proposed Start Date: \_\_\_\_\_

\_\_\_\_ New Position \_\_\_\_ Replacement For replacement, please indicate:

Previous Incumbent: \_\_\_\_\_ Pay Rate: \_\_\_\_\_

Requester: \_\_\_\_\_ Date: \_\_\_\_\_

**SECTION 2 ( To Be Completed By Area Vice President)**

Proposed Source of Funding: \_\_\_\_\_

Budgeted Funds Available: Yes \_\_\_ No \_\_\_ Vice President/Fiscal Affairs: \_\_\_\_\_

State Position Title: \_\_\_\_\_

Affiliation: \_\_\_\_ Grade: \_\_\_\_ Step: \_\_\_\_ Director/Human Resources: \_\_\_\_\_

Comments: \_\_\_\_\_

Recommended/Vice President: \_\_\_\_\_ Date: \_\_\_\_\_

**SECTION 3 (PRESIDENT'S ACTION)**

Position: \_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_ Deferred

Salary Rate/Range Approved: \_\_\_\_\_

Comments: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**WORCESTER STATE UNIVERSITY**  
**PERSONNEL SEARCH ADVERTISEMENT REQUEST**

The following new/replacement position has been approved for advertisement:

Position Title: \_\_\_\_\_

Expected Starting Date: \_\_\_\_\_ Union Affiliation: \_\_\_\_\_

Specific Responsibilities:

Required/Preferred Qualifications:

Deadline for Application: \_\_\_\_\_

**Advertisements will be placed as follows**

For Faculty: Chronicle of H. E. and appropriate professional journal

For Directors and above: Chronicle of H. E. and local publication

For other administrative: Local publication

For classified: Local publication

All advertisements are also posted in designated ethnic publications.

Other recommended placement: \_\_\_\_\_

Requester: \_\_\_\_\_ Date: \_\_\_\_\_

Director of Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

Director of Diversity/AA: \_\_\_\_\_ Date: \_\_\_\_\_

Area Vice President: \_\_\_\_\_ Date: \_\_\_\_\_

**WORCESTER STATE UNIVERSITY**  
**Affirmative Action/EEO Applicant Data**

Worcester State University is an equal opportunity/affirmative action employer. As such, it seeks to ensure that minorities and women are sufficiently represented in the pool of applicants for a given position. In order to assess our recruitment efforts, it is necessary to solicit racial and gender identification of all our applicants. Therefore, it would be most appreciated if you would complete the form below.

**COMPLETION OF THIS FORM IS OPTIONAL**

THE REQUESTED INFORMATION IS VOLUNTARY AND IS SOLICITED FOR RECORD KEEPING AND STATISTICAL PURPOSES. THIS INFORMATION WILL BE MAINTAINED EXCLUSIVELY BY THE OFFICE OF AFFIRMATIVE ACTION AND WILL NOT BE MADE PART OF ANY PERSONNEL FILE OF APPLICANTS. THIS INFORMATION IS VALUABLE IN HELPING THE UNIVERSITY IN ITS AFFIRMATIVE ACTION EFFORTS.

All information requested is consistent with Federal, State and Massachusetts State University Equal Opportunity guidelines, regulations and the law.

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

POSITION APPLIED FOR: \_\_\_\_\_

SEX: Male\_\_\_\_. Female\_\_\_\_.

**RACIAL IDENTIFICATION:**

\_\_\_\_\_. Hispanic - origins of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture regardless of race.

\_\_\_\_\_. Black - not of Hispanic origin - origins in any black racial group.

\_\_\_\_\_. Native American - having origins in any of the original people of North America

\_\_\_\_\_. Asian or Pacific Islander - origins in any of the original people of the Far East, Southeast Asia, the Indian Subcontinent, or Pacific Island.

\_\_\_\_\_. White - not Hispanic origin - origins in any of the original people in Europe, or the Middle East.

\_\_\_\_\_. Cape Verdean, not of Hispanic origin - origins in any of the people of the Cape Verdean Islands.

**REFERRAL INFORMATION:**

How did you learn of this vacancy?

Advertisement \_\_\_\_\_. Where \_\_\_\_\_

Announcement Posted \_\_\_\_\_. Where \_\_\_\_\_

Nominated \_\_\_\_\_. Personally Notified \_\_\_\_\_. By Whom \_\_\_\_\_

Other \_\_\_\_\_

«First\_Name» «Last\_Name»



1

**AFFIRMATIVE ACTION CERTIFICATION**

Must be signed by all of the appropriate personnel for each appointment, promotion, or transfer of full time faculty and staff.

Job Title: \_\_\_\_\_

- Unit                       Faculty  
 Non-Unit                 Professional  
 01 Type                  Classified

Name(s) of Candidates Recommended to Vice President:

Total number of applications received \_\_\_\_\_

**(To be filled out by Affirmative Action Officer)**

**To be filled out by Search Committee Chair**

Protected Group Applicants

Applicants Interviewed

	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
White	_____	_____	_____	_____
Black	_____	_____	_____	_____
Hispanic	_____	_____	_____	_____
Asian American	_____	_____	_____	_____
Native American	_____	_____	_____	_____
Other	_____	_____	_____	_____

If a protected group applicant was not chosen for this position, please explain \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Members of Search Committee:

\_\_\_\_\_  
Search Committee Chairperson's signature

Date

Finalist's Name: \_\_\_\_\_

Compensation \_\_\_\_\_

Affirmative Action Certification, Page 2

Job Group/Step \_\_\_\_\_

Type of Action

- Appointment
- Promotion/Change of Status
- Transfer
- Reallocation
- Other
- Approved for Contract Compliance

\_\_\_\_\_  
Vice President's signature Date

\_\_\_\_\_  
Department Chair's signature (when applicable) Date

\_\_\_\_\_  
Program Director's signature (when applicable) Date

- Position description/advertisement reviewed for AA/EEO compliance
- Questions reviewed for AA/EEO compliance
- Search Committee was briefed on AA/EEO procedures and requirements
- chairperson of the Search Committee was provided with information on applicants from protected groups.

I recommend that the search be  approved  extended  aborted

\_\_\_\_\_  
Affirmative Action Officer's signature Date

\_\_\_\_\_  
President's signature Date

The signers of this document certify that the actions described in the previous statements relating to their responsibilities in Worcester State University's Hiring Search Procedures were conducted in full compliance with both State and Federal AA/EEO laws.

Revised 2/27/06

APPENDIX A  
**Common Interview Mistakes and Their Consequences**

**Mistake****Consequence**

Failing to establish rapport with the applicant.	The interview never gets off the ground.
Not knowing what information is needed.	The interviewer does not know what questions to ask the applicant.
Concentrating exclusively on the applicant as a person.	The interviewer does not compare the applicant's demonstrated abilities and experience with the actual job requirements.
Not remaining silent or listening long enough.	The interviewer talks too much and fails to obtain meaningful information from the applicant.
Not allowing sufficient time to observe the applicant's responses and behavior.	The interviewer is too short and superficial. (An interview of about an hour increases the chances that the applicant will impart meaningful information.)
Incorrectly interpreting information obtained from the applicant.	The interviewer draws the wrong conclusion about the applicant's ability to perform.
Unawareness of or inability to deal directly with biases for or against certain types of applicants (stereotyping).	Hiring decisions are made for reasons that may be indefensible.
Allowing one characteristic or trait of an applicant to be overly influential (either favorably or unfavorably).	Hiring decisions are made for reasons that may be indefensible.
Allowing one characteristic or trait of an applicant to be overly influential (either favorably or unfavorably).	Hiring decisions are made for reasons that may be indefensible.
Making a decision on the basis of intuition or first impression instead of on analytical judgment.	Candidates who perform well during the interview might be overlooked.
Using stress techniques designed to trap or fluster the applicant.	The interviewer might not collect relevant or necessary information.
Comparing an applicant's life with one's own life.	Time that should be spent on obtaining information relevant to the job is wasted.
Failing to control or direct the interview	The interviewer fails to collect all the job-related information.
Asking questions answerable by a simple "yes" or "no"	The interviewer fails to draw the applicant out.
Making judgmental or leading statements.	The interviewer telegraphs desired responses to the applicant.

## APPENDIX B

### Common Rating Errors

Name of Error	Description
Halo effect	The tendency to rate a person high on all factors even though the person was outstanding on only one factor
Horns effect	The interviewer does not know what questions to ask the applicant.
Central tendency	The inability to rate all or most applicants anywhere but in the middle.
Similar to me	The tendency to rate higher those people who look, act, or have a background most like the interviewer.
First impression	Making the hiring decision within the first few minutes of the interview, instead of evaluating all those information from the full interview.

## APPENDIX C

### Sample Interview Questions and Inappropriate Topics

#### Questions to Ask:

##### *I. Past work experience in general:*

1. Please describe your present responsibilities and duties.
2. How do you spend an average day?
3. How has your current position changed from the day you started until now?
4. Describe the most complex problem you had to solve in your last/current position.
5. Discuss some of the problems you have encountered in past positions.
6. What do you consider to be your most important accomplishments in the last three positions you have held?
7. What were some of the setbacks or disappointments you experienced in the last three positions you have held?
8. Why did you leave your last employer/why would you consider leaving your current employer?
9. What would you want in your next job that you are not getting now?
10. Describe your involvement with committees, your role on the committees, and what you learned from each experience.
11. In previous positions, how much of your work was accomplished alone and how much as part of a team effort?
12. What was the most radical idea you ever introduced to an employer, and what was the result?
13. Give me an example of a time when you questioned a policy or procedure when it might have been better or easier to go along with it.
14. What kinds of policies and procedures have you created and to whom did you take them for approval?
15. Describe the most difficult interpersonal challenge you have been faced with and what you did about it.

16. Have you had public speaking experience? If so, who was the audience, and what was the purpose: selling, informing?
17. Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it.
18. Describe a time when you went “beyond the call of duty” to accomplish a task.
19. Describe the most difficult person you ever worked with and how you handled him or her.
20. Describe a situation in which it was necessary for you to mediate or negotiate a solution or compromise.
21. What kinds of work pressures do you find the most difficult to deal with?
22. Describe what you mean by “on-the-job stress”.
23. Describe a time when you felt you “lost your cool” on the job and the result.
24. Describe the best boss you ever had.
25. Describe the worst boss you ever had.
26. Tell me about a failure in your working life and why it occurred.
27. What could your last employer have done to keep you?

***II. Relevant education and training:***

1. Why did you choose the particular college or university you attended?
2. What determined your choice of major?
3. How do you think college contributed to your overall development?
4. In what way do you believe your education and training has prepared you for this position?
5. What special training do you have that is relevant to this position?
6. What licenses or certifications do you have that are relevant to this position?
7. What professional affiliations do you have that are relevant to this position?

***III. The vacant position:***

1. In what way does this position meet your career goals and objectives?
2. If you were hired for this job, in what areas could you contribute immediately, and in what areas would you need additional training?
3. What changes and developments do you anticipate in your particular field that might be relevant to this position?
4. What are your salary expectations if offered this position?
5. Can you perform all the essential functions of this job with or without reasonable accommodation?

***IV. Attendance and punctuality:***

1. How many days of work did you miss, other than for medical reasons, in the last year you worked?
2. How many times were you tardy for work in the last year you worked?
3. What do you consider to be good attendance?
4. What do you consider to be legitimate reason for missing work?
5. Do you know of any reason why you would not be able to get to work on time on a regular basis?
6. Are you able to work overtime?

***A. Clerical/secretarial work:***

1. What word processing systems have you worked with, and what are the advantages and disadvantages of each?
2. Describe the kinds of telephone and receptionist duties you have had, being specific about the number of calls and walk-ins you received in a typical day.
3. Describe your past experiences with scheduling of appointments.
4. Give me an example of a task you performed that required attention to detail, and what you did to ensure accuracy.
5. What are some of the more unusual assignments you have been given?
6. What kinds of filing systems have you used and/or created?
7. Which decisions could you make on your own, and which did you refer to your boss?
8. What kinds of reports did you develop, create, or produce?

9. What volume of mail did you typically process in a day?
10. What kinds of correspondence have you written on your own initiative?

**B. Supervision:**

1. Describe the positions in which you have had supervisory responsibility. How many people have you supervised and in what kinds of positions? Did you have hiring/firing authority?
2. Give an example of a time when you were disappointed by an employee's lack of accomplishment and what you did about it.
3. What are the generally accepted steps in progressive discipline?
4. In your experience, what kinds of things motivate an employee?
5. Describe what is meant by "problem employee".
6. Describe a sticky situation with an employee and what you did about it.
7. Describe an innovative way you handled a conflict involving two or more of your subordinates.
8. What kinds of things can a supervisor do to create a positive working environment?
9. What training and experience do you have in listening skills?
10. Approximately how many people have you personally hired in your career?
11. Describe an effective performance planning and review process.
12. What methods of communicating with subordinates have you found most successful?
13. What recognition and reward systems for subordinates have you found most effective?
14. What is the role of a supervisor, in your opinion?
15. What are the major responsibilities of a supervisor, in your opinion?
16. What is an effective training and orientation an employee brought to your attention and what you did about it.
17. Describe the most serious complaint an employee brought to your attention and what you did about it.
18. Give an example of the most novel idea an employee presented to you and what you did about it.
19. What is meant by the term "protected class" under civil rights laws?
20. Under federal wage and hour laws, describe "exempt" and "nonexempt" employees.

**C. Management:**

1. What was the level of your decision-making authority in past positions?
2. Describe a decision you made that had an unhappy result?
3. Give me an example of a decision you made that backfired and what you did about it.
4. Give an example of a decision you made that turned out better than you believed possible.
5. Describe a time when you made a decision in the absence of a clear policy regarding the issue.
6. Have you experienced political pressure that interfered with your getting the job done?
7. Describe your experience with setting goals and objectives.
8. Describe your experience in developing and monitoring budgets.
9. What fiscal authority have you had in past positions?
10. Give an example of a situation in which a budget overrun was necessary to accomplish a goal.
11. What is the most effective method for setting priorities, in your opinion?
12. What would your current/past employer tell us about your ability to organize your work?
13. Describe a time when your goals conflicted with the goals of the organization and what you did about it.
14. What is your most innovative accomplishment?
15. What is your most creative idea that was turned down?
16. What experience do you have with writing?
17. What have you done in the past five years to improve your writing skills?
18. What have others said about your writing ability?
19. What experience have you had with public presentations? What was their purpose, and what visual aids and kinds of notes did you use?

**V. Problem Solving:**

Briefly describe a difficult situation pertinent to the vacant position, doing so in a way that protects the privacy of individuals involved. Ask an open-ended question – one that does not require knowledge of institutional or

departmental policies and procedures – about how the applicant would deal with this situation. Encourage the applicant to think out loud and explain the kinds of solutions he or she might try.

***An example:***

You are working at the front desk of a very busy office. You are answering a 10-line phone bank and have on average 15 walk-ins per hour to direct to appropriate offices and people. At 4 p.m. on a particular busy day, the outside salesperson approaches your desk at the same time one of the clerks, who is a friend of yours, comes around the corner crying and headed toward your desk. Two outside lines light up at the same time, and the display on your phone tells you the third call coming in is the president's office. What are you going to do?

***Another example:***

The supervisor of a small work unit that provides service to students is on vacation and, as a result, you are temporarily in charge of the department. One afternoon you overhear two unit members talking about an incident that occurred one week earlier. They are discussing a new employee in the department, someone you hired, and describe this employee's losing his temper with a student. You suspected that the employee in question had a nasty temper but had nothing concrete on which to base the suspicion. This is the first occasion on which you have heard of this incident. What would you do about it?

**Questions Not to Ask:**

1. What kind of child-care arrangements do you have?
2. Does your spouse expect you to be home to cook dinner?
3. What will you do if your children get sick?
4. How do you get to work?
5. How many children do you have?
6. Does your spouse live with you or contribute to your support?
7. Do you own a home?
8. Do you own a car?
9. Do you have any debts?
10. Do you have any loans?
11. Do you plan to get married?
12. Do you plan to have children?
13. What sort of birth control do you use?
14. Are you likely to quit if you get married or have children?
15. Is your spouse likely to be transferred?
16. Is your spouse from this area?
17. Would a white (or black) supervisor create any difficulties for you?
18. How do you feel about having to work with members of a different race?
19. Are you a militant?
20. Do you get along well with other women (or men)?
21. Will it bother you if the others swear?
22. What language does your mother/father speak?
23. Were you born in this country?
24. Do you have people in the "old country"?
25. That's an unusual name – what nationality are you?
26. Can you provide a photograph of yourself?
27. How old are you?

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**Topics to Avoid During the Interview Process**

- Arrest records
- Lawsuits or legal complaints
- Proficiency in speaking, reading, and writing English (unless job-related)

- Less-than-honorable military discharges
- Gender and marital status
- Maiden name
- Number of children
- Ages of children
- Number of preschool children
- Spouse's name
- Spouse's education
- Spouse's income
- Form of birth control
- Family plans
- Child care arrangements
- Conviction record
- Ownership of home or rental status
- Ownership of car
- Form of transportation to work
- Loans
- Wage assignments or garnishments
- Bankruptcy
- Credit cards
- Insurance claims
- Judgments
- Citizenship or national origin
- Mother's maiden name
- Place of birth
- Other languages spoken
- Disabilities
- Handicap
- Prior illnesses or accidents
- Hospitalizations
- Current or prior medication or treatment
- Workers' compensation claims
- Weight
- Age
- Date of high school graduation
- Religion
- Church affiliation
- Social affiliations

## APPENDIX D

### Sample Questions to Determine if the Applicant Can Perform Essential Job Functions

The following questions can be asked about the performance of job functions without referring to a disability.

#### Clerical Position

- Here is a job description for this position. Are you capable of performing each of the job duties on it?
- Our regular work hours are 8:30 to 5:00, but there may be requirements to work overtime during evenings and weekends, sometimes without much advance notice. Are you able to meet those requirements?
- New employees get one week of vacation and seven days sick leave and may take no more than five days unpaid leave a year. Can you meet the requirement of taking no more than five days unpaid leave a year?
- Please tell us about your database skills and computer skills.
- This position requires the answering of phone calls. There may be times when you are the only person available to answer upcoming calls and take messages. Are you able to perform this function? Will you be able to respond to inquires called into the office?

- This position frequently involves the review of incoming correspondence to determine its importance and/or destination. Are you able to perform this function?

**Shipping and Receiving Clerk/Warehouse Worker**

- The following is a job description listing the job duties for this position. Are you capable of performing each of these job duties?
- Our warehouse workers are required to load and unload and deliver supplies for eight hours a day with one half-hour off for lunch and two 15-minute breaks. Are you capable of doing that?
- Warehouse workers are required to lift and maneuver items weighing more than 50 pounds using fork lifts, hand trucks, and stack bed trucks. Are you capable of performing this function?
- Attendance is very important because of the way we staff warehouse workers. Warehouse workers are given up to 10 days sick leave and no unpaid leave during the first year, and 12 paid vacation days. Can you meet the requirement of taking no unpaid vacation days? Can you meet the requirement of taking no unpaid leave during the first year?
- During the past two years at your last job, how many work days did you miss that were not covered by your employer's leave policies?
- Did your previous employer ever criticize your attendance?
- Our warehouse workers may be required to perform some of the duties of a laborer during slow periods. Here is a job description listing the normal duties of a laborer. Are you able to perform those duties for a full eight-hour shift on an occasional basis?

## APPENDIX E

### Tips on Interviewing

Questions related to sex, age, color, race, religion, national origin, or disabilities are inappropriate when interviewing candidates for positions. Common courtesy and a professional approach are the cardinal rules for successful interviewing.

Candidates for positions at all levels should be treated with courtesy and respect. Interviewers must make a conscious effort to avoid asking questions that are irrelevant to the job for which the candidate is applying. The following suggestions should be helpful in making sure that as an interviewer you have not violated any federal or state Equal Employment Opportunity law:

1. Be professional and consistent in addressing all candidates. If you use first names, do so for each candidate. In introducing a minority or woman faculty candidate, for example, use Dr. or Professor, and the same for the person to whom s/he is being introduced. Do not say “Professor Davis, I’d like you to meet Mary Doe (candidate).”
2. Ask questions that are relevant to the job. Men may have no reason to attach improper significance to questions regarding marriage plans, because of past discrimination women do. Don’t inquire into marital status, husband’s job, or whether the candidate has children (or plans to). You may cite the hours required by the job and ask if the candidate will have difficulty meeting them. Let the candidate bring up any problems s/he may foresee in childcare, etc. You can then indicate what services are available on campus or in town, and so forth.
3. Avoid flirting, patronizing or joking. Behave toward all candidates in a completely professional, yet relaxed way.
4. Use the right words: Women in your office are not “girls”, and the woman you are interviewing isn’t “sweetie”, “honey”, or “dear.”
5. Be careful not to draw assumptions about a woman’s competence based on her soft voice or feminine appearance or attire.
6. Avoid bringing up stereotyped prejudices, i.e. minorities are not qualified, they can not be trained, women shouldn’t travel alone, they are too emotional, they aren’t aggressive enough, etc.
7. Don’t go to the opposite extreme by boasting about your liberation, pointing out how fair-minded you are or by giving an “instant replay” of every minority or female success story you know.
8. Be accurate on the number of minority or women faculty or disabled employees already on your campus or in your department. If a candidate asks, and you don’t have minorities or women in your own department, make arrangements for them to meet other faculty minorities or women. However, don’t automatically assume that a minority or women candidate will want to meet other minority or women professionals. You may want to offer the candidate the option and let them decide.

