Staff Hiring Guidelines
2012 - 2013

A guide to hiring Administrators, Professional-Technical and Classified employees
Welcome
Office of Human Resources
You’re Starting Point for Hiring

This manual will prepare you to recruit and hire great employees for ACC’s Administrator, Professional-Technical, and Classified positions. The Office of Human Resources is available to assist you in the employment process. We are committed to providing you with the tools and services that you need to be effective in this endeavor. We want to ensure a quality process for the hiring of well qualified employees who will be committed to our students. To that end, the selection and employment process must be consistent for each applicant. It must provide applicants with the opportunity to demonstrate why they are the best applicant for each available teaching position. If you have questions about the process after you’ve completed this training module, please contact us.

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Office of Human Resources
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Commitment to Diversity

Austin Community College’s commitment to diversity is based upon the recognition that a diverse and talented community is a key competitive advantage. Our institution’s success is a reflection of the quality and skill of our people. We recognize that each employee brings his own unique capabilities, experiences and characteristics to his work. We value such diversity at all levels of the College and in all that we do. ACC welcomes applications from all interested persons. We believe that employees from a variety of cultural backgrounds provide us with valuable knowledge that enables us to provide quality education to a diverse student body.

Equal Employment Opportunity

The Austin Community College District does not discriminate on the basis of race, religion, gender, national origin, age, disability, veteran status, genetic information or sexual orientation with respect to access, employment programs, or services. Inquiries or complaints concerning these matters should be brought to the attention of: The Vice President of Human Resources, Address: Highland Business Center, Human Resources, 5930 Middle Fiskville Road, Austin, Texas 78752.

Summary of Major Employment Laws

ACC is an equal employment opportunity employer. It is our objective to ensure that all policies, procedures, and processes are developed and administered so as to ensure that every current and prospective employee is treated fairly. Hiring supervisors and committee members should be aware of the basic federal equal employment opportunity laws listed below. If you want additional information, please contact the Office of Human Resources.

The pertinent laws include:

- Title VII of the Civil Rights Act of 1964
- Age Discrimination in Employment Act of – ADEA (1967)
- Fair Labor Stands Act - FLSA (1938)
- Equal Pay Act (1963)
- Americans with Disabilities Act ADA (1990)
- Title IX of the Education Act (1972)
Title VII of the Civil Rights Act of 1964, as amended

The most comprehensive of all civil rights laws is the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972. Title VII of the Civil Rights Act of 1964 prohibits discrimination based upon race, color, sex, religion, gender, or national origin by employers in the hiring, promotion, discharge, compensation and other terms or conditions of employment. The primary issue in an employment situation is whether an applicant or employee was treated differently with regard to a job opportunity because of his or her race, sex, religion, color or national origin. Title VII also prohibits harassment on the basis of a protected classification and retaliation against anyone who files a complaint or grievance.

Age Discrimination in Employment Act of 1967 (ADEA)

The Age Discrimination Act of 1967, as amended, prohibits discrimination in employment matters based solely on age; it defines the protected age as being 40 years of age or older.

Fair Labor Standards Act (FLSA)

Establishes a minimum wage; sets standards for FSLA exemptions; addresses basic overtime pay provisions; controls working hours for children; establishes record keeping provisions.

Equal Pay Act

The Equal Pay Act is an amendment of FLSA. This act prohibits unequal pay for males and females with equal skill, effort, and responsibility under similar working conditions.

Americans With Disabilities Act (ADA)

The ADA was passed in 1990 and is a far reaching statute. It intended to extend the provisions of the Rehabilitation Act of 1973. The ADA prohibits discrimination on the basis of disability with regard to employment, educational programs and facilities, public accommodations, and public services. In the employment arena, ADA protects qualified individuals who have a disability. A qualified individual is a person who can perform the essential functions of a job with or without reasonable accommodation. Information regarding interviewing strategies for use with applicants who have a disability is found later in this training module.

Title IX of the Education Amendments to the Civil Rights Act of 1972

Title IX states: “No person in the United States shall, on the basis of sex, be excluded from participation in, or denied the benefits of, or be subjected to, discrimination under any educational program or activity receiving federal assistance.” It has been used in conjunction with and is similar to Title VII of the Civil Rights Act of 1964.
Staff Hiring Process Overview

A Process for hiring Administrator, Professional-Technical, and Classified Positions

1. Supervisor completes an e-Hire Separation on behalf of a departing employee, or receives a written approval of a new/reclassified position (Position Change & Budget Approval form).

2. Supervisor completes online requisition in e-Hire; requisition includes a job description.

3. Next Level Supervisor edits job description and/or approves requisition in e-Hire.

4. HR Compensation contacts Supervisor if there are questions about the job description.

5. HR Employment prepares job posting for Friday advertising for all requisitions received by 5 p.m. each Tuesday.

6. Job posting is listed on ACC website posted as “new” at 2 p.m. on Friday; also advertised in Sunday’s newspapers, Channel 19, and the Texas Workforce Center.

7. People apply online and applications are received in e-Hire.

8. Supervisor creates and submits online hiring committee in e-Hire; committee membership is reviewed and approved/declined by 2nd level supervisor, and HR Employment Manager.

9. HR Employment pre-screens applications for education requirements and releases online applications in e-Hire to Committee Chair on the Monday after the closing date of a position.

10. Committee Chair reviews applications in e-Hire; also has the option to pre-screen for work experience prior to releasing applications to the committee. In such circumstances, committee members will only be able to view applications for qualified applicants.

11. Committee Chair releases online applications to committee members in e-Hire. Committee Chair has the option to screen out candidates in e-Hire who do not meet the minimum work experience, and release only qualified applications to the committee.

12. Each committee member logs into e-Hire and reviews applications and screens for work experience.
Staff Hiring Process Overview

13. Committee Chair convenes committee (in person) to conduct the following activities:

- Discuss hiring process, review applications and evaluate credentials;
- Create selection criteria and interview questions;
- Select candidates to interview; must interview a minimum of 5 qualified candidates in the applicant pool. Committee Chair invites candidates to interview and enters scheduled interviews in e-Hire;
- Interview candidates; obtain a criminal background check disclosure forms from each interviewee.

14. Committee identifies candidate(s) and makes recommendation(s).

15. Committee Chair checks references (min. 2 references) of top candidates; references must be from a candidate’s past or present supervisor, or an employer’s Human Resources office.

16. Committee Chair submits a recommendation in e-Hire.

17. Committee Chair hand delivers hiring paper work to HR Employment. Hiring Paperwork: two reference check forms, interview evaluations, and criminal background check disclosure forms.


19. HR Employment audits hiring paperwork, conducts pre-employment criminal background checks, and clears candidates for job offers.

20. HR Compensation conducts salary placement process and extends offer of employment.

21. HR Compensation contacts Committee Chair schedules employee for New Employee Orientation.

*Committees may select to review applicant pool online; each member may then print only the applications of interest to bring forth to the committee for further discussion.*
ACC e-Hire: Applicant Tracking and Employment Management System

Austin Community College (ACC) utilizes e-Hire, an online Applicant Tracking and Employment Management system to navigate through its employment processes. E-Hire allows applicants the convenience of applying for ACC jobs online. It also allows the following activities for ACC Supervisors and their hiring committees:

- Advertise position vacancies
- Create, complete and submit requisitions
- Create Hiring Committees
- Schedule interviews
- E-mail interviewee reminders
- Download applications
- Release applications for committee review
- Submit and approve employment recommendations
- Submit employee separations
- Recommend and approve candidates for employment
- Track hiring activities

Employees may log into e-Hire using their ACC e-ID and password.

E-Hire URL: [http://www5austincc.edu/ehire/mod1/login.php](http://www5austincc.edu/ehire/mod1/login.php)

Employees may contact HR Employment for training and assistance in e-Hire

(512) 223-7534/7573
Application Process

Applicants are encouraged to apply for open positions by submitting an online ACC Employment Application. Paper applications are also acceptable whenever applicants do not have computer or internet access. A resume and/or vita may be downloaded and attached to the online application. To complete the application process, applicants must also request that their official transcripts (the one indicating their highest degree awarded, or the degree that qualifies him/her for the position) be mailed to the address listed below. Also, refer to the Transcript Policy section in this manual.

Highland Business Center
Attn: E.M. Breedlove
5930 Middle Fiskville Road
Austin, TX 78752

Submitting Applications for Multiple Positions

Applications may be submitted online for multiple job openings at the same time; however, it is recommended that applicants who are also sending cover letters addressed to specific hiring committees, to submit their application and cover letter each position one at a time. Applicants are able to view a list of positions in which he/she previously applied for with the College by logging into their online application and clicking on the link titled, “Previously Applied” located on the e-Hire menu. ACC’s e-Hire does not allow applicants to apply twice for positions with the same job number. However, applications may be updated, saved, printed and delivered to Human Resources whenever an applicant wants to submit an application to replace a previous application submitted. Applicants may complete an ACC Employment Application online at:

http://www3.austincc.edu/it/ehire/application/instructions.php

*Applicants that apply for position vacancies in the Student Support and Success System are required to provide a transcript upon applying for an ACC job Opening.

An Applicant’s Checklist

Applicants will need to have the following items in order to successfully apply for a position.

- ACC Employment Application
- Resume and/or Vita
- Transcripts
- Documentation of Licensure and/or Certifications
- Publications (documentation of honors and awards and demonstrated achievements.)
College Transcript Policy

Official transcripts are required to be on file within 30 days of employment for all Administrator, Professional-Technical and Classified positions. However, applicants applying for position vacancies in the Student Support and Success System departments are required to provide a transcript upon applying for an ACC job Opening.

Employees who obtain additional degrees while employed are asked to submit a new transcript indicating their recently obtained degree. Applicants may instruct their educational institutions to mail their transcripts (indicating awarded degree(s) which qualifies them for the position) directly to the Office of Human Resources. Photocopies of transcripts and transcripts stamped “Issued to Student” are not accepted. Application materials will be reviewed for employment consideration after the application and transcript are received in Human Resources.

The Office of Employment and Outreach Services manages all Applicant transcripts. Applicants may instruct their education institutions to mail their transcripts to:

Highland Business Center  
**Attention: E.M. Breedlove**  
5930 Middle Fiskville Road  
Austin, Texas 78752

The Human Resources Records Office manages all Employee transcripts. Employees instruct their education institutions to mail their transcripts to:

Highland Business Center  
**Attention: Bobetta Burns**  
5930 Middle Fiskville Road  
Austin, Texas 78752
Foreign Transcripts

Applicants who have degrees earned from educational institutions located outside of the United States are required to have their transcripts evaluated by a recognized credential evaluation service prior to applying for ACC job openings. Applicants with transcripts documented in a foreign language must first have their transcripts translated and notarized by a notary public official. Applicants are asked to submit notarized copies of foreign transcripts when applying for ACC teaching opportunities.

Applicants who have foreign transcripts may submit a copy of their transcript attached to the original transcript evaluation. Applicants are responsible for the costs associated with translation/evaluation services.

Evaluated transcripts may be mailed to:
Highland Business Center
Attn: E.M. Breedlove
5930 Middle Fiskville Road,
Austin, TX 78752.

Application materials will be reviewed for employment consideration after the application, copy of foreign transcript, and transcript evaluation are received in HR Employment.

Applicants may contact any of the suggested translation/evaluation services listed online:

http://www.austincc.edu/hr/apply/transcriptevaluation.php
Requisitions

Prior to advertising a job vacancy, Supervisors must first complete an e-Hire separation on behalf of employees departing the college and/or position. Departing employees will have the opportunity to confirm their reasons for their departure in the online e-Hire separation. Supervisors may override the employee’s e-Hire separation whenever an employee has already left the College and is unavailable to confirm their departure.

Emails are sent to the Supervisor within 1-3 days after the departing employee confirms their separation. This email will let the Supervisor know when their requisition is available in e-Hire. Supervisors may then log back into e-Hire and complete an online requisition that will allow them to advertise a position vacancy. Supervisors have the opportunity to edit job descriptions within the e-Hire requisition prior to advertising. e-Hire can be found online at www.austincc.edu/hr/.

Internal and External Positions

Supervisors determine how they wish to advertise their position (internally/externally) at the time they complete an e-Hire requisition. However, there are some positions (leadership positions) that must be advertised externally to allow ACC employees and those who are not employed with the College to compete for employment consideration. Leadership positions can be described (but not limited) to the following positions: Vice Presidents, Deans, Executive Directors, Managers, Coordinators, and Specialists.

ACC employees and non ACC employees are eligible for employment consideration when submitting applications for external job postings. Only ACC employees are eligible for employment consideration for internal job postings. ACC Hourly employees are considered to be internal employees and thereby eligible to apply for internal positions.

Job Posting Deadlines

Requisitions must be approved by the second level Supervisor 5:00 p.m. on Tuesdays in order for it to appear on the ACC website on Friday at 2:00 p.m. Each position will be advertised to the public marked “new.”

Advertising

The Office of Employment and Outreach Services advertises staff positions in the Austin American Statesman, Texas Workforce Center, La Prensa Newspaper and the Villager newspaper. Ads are placed one time on the Sunday after the initial Friday posting on the ACC website.

To make an online advertising request go to e-Hire and do the following:

2. Click on the module titled, “Postings”
3. Select “Specialty Advertising”.
4. Complete and submit online advertising request.
5. College Recruiter will respond by contacting the Committee Chair.
Specialty Advertising

Hiring Committees may also find a need to request Specialty Advertising. Specialty Advertising are ads placed in a publication that is geared towards higher education and/or publications that are related to specific industries or fields. Specialty Advertising may also include online advertising with job boards, education institutions, and/or professional organizations.

Higher level positions typically require outreach in national publications. Committee Chairs may request Specialty Advertising in the “Postings” module in e-Hire. Departments are responsible for all costs associated with Specialty Advertising. HR Employment will make arrangements to appropriately transfer funds from a department’s account to cover the cost of ads. All costs will be agreed upon in advance prior to advertising. In some cases HR Employment has already subscribed for unlimited ad placement services with various vendors. In such cases, departments will not be charged for any ad costs.

Suggested Timeline for Hiring Administrator and Staff Positions

Committee Chairs are encouraged to seek and identify qualified viable candidates to fill vacant positions 6 weeks from the time a vacancy closes from the ACC website. Higher level positions and positions with requirements that are more unique to a specific industry may require additional time for recruiting and advertising.

Hiring Committees are expected to actively participate in the review of application materials submitted for vacant positions. Committees should seek the assistance of HR Employment when additional advertising and/or recruiting activities are needed. It is the responsibility of the Committee Chair to stay in communication with HR Employment regarding the committee’s hiring status. It is HR Employment’s responsibility to appropriately advertise and communicate the status of position vacancies to applicants applying for ACC jobs.
Identifying A Committee Chair

The role of the Committee Chair is to lead and facilitate the hiring committee through the application review, interviewing, and selection process. On most occasions, the Supervisor takes on the role as the Committee Chair. However, the Supervisor may select another employee within the department to chair a hiring committee whenever he/she is recruiting simultaneously for several job openings.

A Committee Chair’s responsibilities include:

- Ensuring all committee members read the Staff Hiring Guidelines;
- Making sure all committee members proactively participate in the hiring process;
- Gauging applicant pools and identifying recruiting needs;
- Making sure committee members aren’t interviewing applicants that are relatives and significant others e.g. spouses, girlfriends, boyfriends, aunts, uncles, cousins, step brothers/sisters, mothers;
- Making sure the opportunities for open and respectful dialogue amongst committee members are available;
- Coordinating interview schedules and securing a comfortable room for interviewing;
- Arranging to have candidates brought to the interview location. It’s best to avoid having candidates overlap in the same area;
- Informing the candidates of the format for the interviewing process;
- Describing the general nature of the position and position expectations;
- Ensuring that the agreed upon list of questions is used for each candidate, and that any follow-up questions are related and legal;
- Creating a diverse hiring committee by considering various diversity factors i.e. gender, ethnicity, longevity, job classification;
- Ensuring confidentiality amongst the hiring committee;
- Welcoming candidates and creating and maintaining a relaxed atmosphere for the interviews;
- Describing the general nature of the position and position expectations to committee members;
- Ensuring that the agreed upon list of questions is used for each candidate, and that all questions are job related and legal;
- Affording candidates the opportunity to ask questions.
Composition of a Hiring Committee

Committee Chairs who advertise positions externally to the public must have a minimum of 4 ACC voting members (including the Committee Chair) participating on a hiring committee. Committee Chairs advertising internal positions need only 3 committee members (including the Committee Chair) participating on a hiring committee. Committee Chairs are to recruit committee members by incorporating the following diversity factors in their selection process:

- **Ethnicity and Gender**: Representation of both male and female and employees of at least two different ethnicity groups should participate on any given hiring committee.

- **Longevity**: Committee membership should have individuals who have been employed with ACC over an extended period of time along with those who have been employed for shorter periods of time. Preferably of at least 6 months of employment or greater.

- **Job Classification**: Committee membership should be a make-up of at least two different job classifications i.e. Administrator and Professional-Technical employees, or Classified and Professional-Technical employees. However; Committee Chairs are encouraged to seek representation from all employee groups whenever possible.

- **Outside Representation**: Committee Chairs must seek at least one committee member who does not work in the department. This will further elevate committee efforts when evaluating and obtaining unbiased feedback.

- **Campus Location**: Committees should have representation from employees working at more than one ACC campus location.
Creating Hiring Committees in e-Hire

Committee Chairs are encouraged to create and enter their hiring committees for approval in e-Hire at the time their position is posted on the ACC website. Applications can only be viewed online if there is a hiring committee entered and approved online in e-Hire. Committee Chairs will have immediate access to e-Hire capabilities when the committee is approved by the Supervisor, next level Supervisor and the Employment Manager. Committee Chairs are responsible for releasing applications in e-Hire to their committee members. Refer to the Releasing Online Applications in the e-Hire section for instructions.

E-Hire Steps: Creating an Online Hiring Committee

Committee Chair: After inviting and confirming committee members, log into e-Hire online at: http://www3.austincc.edu/it/ehire/mod1/login.php?url=

1) Select Hiring Committee
2) Select Create a Committee
3) Begin to enter your position title and select the position from the auto suggest list.
4) Click “Start a Committee”
5) Type in text box titled “Add a Member” employee name.
6) Click on Add Member
7) Repeat steps 5 and 6 until you have completed your committee membership.
8) Click on “Submit for Approval.

The Supervisor will receive an e-Hire email notification to approve the committee.
ACC employees may contact the HR Employment for e-Hire training at ebreedlo@austincc.edu
Releasing Online Applications in e-Hire

HR Employment releases online applications in e-Hire to the Committee Chair upon the closing date of a position. After viewing the release of applications, Committee Chairs may make requests to HR Employment to reopen a position in order to collect more applications for review. Applications are again released to the Committee Chair upon the next closing date. The Committee Chair can then release the additional applications to his/her committee.

An e-Hire email notification is sent to the Supervisor to notify he/she that applications are available to download and review online in e-Hire. Committee Chairs review online applications, screen applications and release application in e-Hire for committee viewing. Each committee member also receives an e-mail to inform them that they have applications available for viewing.

E-Hire Steps: Downloading Online Applications

Role: Hiring Committee/Chair - To download online applications for review:

2) Select Applications on the e-Hire menu
3) Select Download Application Packet
4) In the Position Table, click on the link titled, “Part 1” under the Packet column.
5) Click on Download Packet in the box that appears on your screen.
6) Wait a few minutes for the packet to download and then your job packet will appear in the following order: a) Job Posting, b) Applicant Log b) Applications of each applicant.

While committee members receive e-Hire emails indicating they have access to the applications, Committee Chairs are encouraged to email committee members whenever they release applications because e-Hire emails may periodically go to junk mail. Committee Members may then follow the same “Downloading Online Applications” to view applications as previously described.

ACC employees may contact HR Employment for e-Hire training at [ebreedlo@austincc.edu](mailto:ebreedlo@austincc.edu).

E-Hire Steps: Releasing Online Applications to Committee Members

Role: Committee Chair - To release applications to a Hiring Committee:

2) Select Download Application Packet
3) In the Position Table, click on the first link titled, “Release Applications”.

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Retrieving FortisWeb Transcripts

Hiring Committees recruiting for Administrator and Staff positions in the Student Support & Student Success departments are required to obtain an official transcript prior job offer. Coursework must be reviewed on the transcript for relevancy to the position in which they are applying for with the college.

HR Employments requests Fortis access on the behalf of each Committee Chair. The Committee Chair will receive an e-mail notification from Records Management when Fortis access is granted. Each person will be given a Fortis user name and password. Access will be given to the Fortis Employment Transcript file for applicants who are not employed with ACC. Departments will need to contact HR Employment to provide names of internal applicants/employees whenever access is needed in the Fortis Credential File that is dedicated for employees. Once access is granted in FortisWeb, the Committee Chair is able to log into Fortis with the assigned user name and password. Deans, Department Chairs, Committee Chairs, and the Administrative Assistants to the Deans and Department Chairs will all receive access to view and print applicant transcripts from FortisWeb. Transcripts are scanned daily in HR as they arrive in the mail. If a transcript cannot be found in FortisWeb, the departments are encouraged to conduct the following:

- Obtain alias and maiden names to conduct another search;
- Admissions and Records to see if a transcript was mistakenly mailed to them;
- Ask the applicant to request another transcript ensuring it is properly addressed to E. M. Breedlove.

Recommended Method of Application Review and Transcript Retrieval

It is recommended that Committee Chairs begin their process by first reviewing the education section on each applicant’s application in e-Hire to determine if the applicant has recorded degrees that meet the minimum education requirements of a vacant position.

Then log into Fortis and identify candidates by conducting a search by an applicant’s last name, first name, aliases, last four digits of an applicant’s social security number. One may also search by recorded colleges, universities, or any combination thereof.
Required Committee Activities

Committee members must conduct the following activities:

- Complete online Staff Hiring Process Training;
- Review employment applications received for each position by the closing date;
- Screen and evaluate applicant work experience and credentials;
- Assist in the development of interview questions;
- Select interviewees;
- Create interviewees;
- Make recommendations for employment.

Hiring Committees should further commit itself to:

- Creating a search environment that respects the rights and dignity of all persons.
- Maintain in strict confidence and in perpetuity: all information about candidates secured during the search process (e.g., names, written materials, references) and all search committee conversations and deliberations.
- Put aside personal agendas, biases or political positions so that each candidate has an honest and fair evaluation.
- Disclose all conflicts of interest to the Chair of the committee, or the entire committee.
- Represent the institution as a whole rather than individuals or group stakeholders.
- Ensure that no member of the committee intends to become a candidate for the position.

Community Participation - Non ACC Employees Participating on Hiring Committees

Committee participation from individuals who are not ACC employee, but are assigned to work closely with future incumbents of ACC positions can be beneficial to the future success of a program. On occasion, Committee Chairs have the option of inviting such individuals to participate on ACC hiring committees. This is only appropriate when non ACC employees are affiliated with an organization that partners with an ACC program i.e. an independent school district and ACC’s Early College High School programs.

Committee members who are not ACC employees may only act as an advisor to the committee. Participation in creating position criteria, creating interview questions, witnessing interviews, and providing committee input are acceptable activities for all committee members. However, only ACC employees may participate in the submission of written evaluations for interviews and provide formal recommendations for employment. Committee Chairs must e-mail the committee membership to the second-level Supervisor and the Employment Manager when seeking approval to utilizing non-ACC employees on a hiring committee; e-Hire doesn’t accept non employees in the online system.
Confidentiality

Participating on ACC hiring committees involves the communication and handling of sensitive information. Each committee member is responsible for maintaining the confidentiality of applicant information and all committee exchanges of written and verbal communication. Comments and/or decisions derived from a committee should remain confidential while a position is vacant and after the close of a position.

When handling online application materials the following should be practiced:

- Computer screensavers should be set for activation after five minutes
- Angle computers so that screens are not viewable to others.
- Ensure computers are shut down when leaving your desk for the day
- Hard copy applications on should be maintained in folders or turned facedown when staff are not present at their workstations.
- Limit the printing of applications; review applicant pool online and attempt to print only what’s really needed.
- Retrieve application materials immediately from printers whenever printing.

Committee members are encouraged to refer all applicant inquiries regarding the status of their application to HR Employment. Applications viewed online must not be viewable to others outside the hiring committee. ACC employees are encouraged to contact the Employment Manager whenever there are questions/concerns about breeches of confidentiality, or questions regarding the activities of a hiring committee. The Employment Manager can be reached by telephone or e-mail at (512) 223-7015 or ebreadlo@austincc.edu.
Applicant Pools

Committee Chairs are encouraged to partner with HR Employment to ensure applicant pools are sufficient in size to identify candidates to interview. Committees may need additional advertising if applicant pools are low and need additional advertising. A healthy applicant pool consists of 20 or more applications with evidence of competitiveness in job related work experience and education. Positions posted internally typically have a healthy applicant pool of three or more qualified applicants. Committee Chairs must seek consultation with the HR Employment Manager prior to making employment recommendations for internal positions with less than three qualified applicants.

Screening Applications

The Hiring Committee is required to review all applications that are submitted by the closing date. At times HR Employment may forward a paper application to the department for review that was submitted by a positions’ closing date.

The Committee Chair should involve his/her committee members as much as responsibly possible when screening applications. **Decisions as to who is selected to interview should not be made by any one person on the hiring committee.** If the Committee Chair is unable to convene their entire committee to screen applications then he/she should get the commitment of one or two committee members to assist with screening.

Screening applications is a shared process. HR Employment and committee members should screen according to the following description:

- **HR Employment** is responsible for screening for the minimum **education** and **license/certificates** required prior to the hiring committee’s screening, interview and selection process. Applicants who do not meet the minimum education requirements will be notified by e-mail.

- The **Hiring Committee** is responsible for screening for the required **related amount of experience** as advertised in each job posting. Hiring committees may **only select interviewees who meet the minimum requirements**.

- The **Committee Chair** is responsible for ensuring that the committee’s candidate selection for employment meets the minimum requirements (**education, license/certificates, and related amount of experience**) prior to recommending candidates for employment.
Application Screening Criteria

Committee members are responsible for ensuring that all applicants that are invited to interview meet the minimum requirements for an advertised position vacancy. Listed below are the screening criteria in which committees are to follow during the screening of applications.

- A candidate’s education must match or surpass the minimum educational level required by a vacant posted position. Work experience cannot be substituted for education unless otherwise noted in the job posting. HR Employment pre-screens applications for education requirements.

- Internships and volunteer work experiences may not be counted towards the minimum requirements of a position.

- A candidates’ work experience must either directly relate to the duties and responsibilities of a position, or closely relate to a position.

- The work experience of an applicant must be at least 6 consecutive months or longer in duration. Positions that have exceptions to this rule are sign language interpreters and lab technician positions working in the sciences. Work experience must be a minimum of 19 hours per week. Part-time work is 19-34 hours per week. Half-time credit is given for part time work, thus one year of part-time work is equal to six months full time equivalency (FTE).

- Full-time work is 35-40 hours per week. One year credit is given for each completed year of related work experience presented.

Interview Selection

Committee Chairs should involve the participation of the hiring committee when selecting interviewees. Only those candidates who meet the minimum qualifications of a position may be invited to interview. Committees must interview a minimum of 5 “qualified” candidates in the applicant pool. “Qualified” applicants are those applicants that meet the minimum education requirements, work experience requirements, and licenses/certifications requirements.

Committee members may contact candidates by telephone to obtain additional information or clarification about a candidates’ employment history prior to extending an invitation to interview. However, Committee members should refrain from making job offers, or from informing candidates that they are being recommended for a position.
Tips for Conducting Interviews

Committee Chair’s preparation

✓ Book an appropriate location
✓ Invite candidates to interview
✓ Enter interview appointment schedule in e-Hire
✓ Send e-mail to interviewees with the interview location, times and criminal background check disclosure form.
✓ Send an e-mail to committee to confirm the interview schedule
✓ Print applications of interviewees; one for each committee member
✓ Create interview questions in Word and print them for each committee member
✓ Provide blank Interview Evaluations for each committee member

Before the Interview - Committee Members

✓ Arrive to interview location 15- 20 minutes prior to scheduled interviews
✓ Review job descriptions
✓ Review interview questions
✓ Agree on a format for the interview
✓ Review application materials
✓ Ensure that you know and can identify the indicators of the applicant’s ability to perform the job.
✓ At the time of interviews, bring extra paper to write notes and a writing utensil

During the interview

✓ Introduce yourselves
✓ Welcome candidates and describe the format of the interview
✓ Ask open-ended information, situational, and behavioral questions
✓ Allow applicant to do most of the talking
✓ Keep the interview on track
✓ Observe nonverbal behavior
✓ Take notes
✓ Leave time of the applicant to ask questions
✓ Describe the remainder of the search process and the time it will take
✓ Thank applicants for their time
Preparing Interview Questions

Prior to conducting interviews the Committee Chair must arrange a meeting with the committee to develop interview questions and screen applications. All agreed upon questions must be asked of each interviewee. Follow-up questions are allowed at the end of the interview process if time permits. Committee members may refer to the “Sample Interview Questions” section to assist with creating their own interview questions.

All interview questions must be job related. Do not ask applicants questions pertaining to their marital status, age, type of vehicle, sexual orientation, and living arrangements. Committee members are cautioned to exercise great care in the comments made either preceding or following interviews as they could be misinterpreted by candidates.

The purpose of interview questions is to learn about the candidate’s work experience, his/her knowledge, skill, and abilities, his/her management style and his/her career and professional goals from a variant of angles. Additionally, the interview questions should give the interviewers an idea of the candidate’s motivation to perform and experience working with a diverse workforce. An excellent predictor of future job performance is past job performance.

A well prepared job description is critical when developing interview questions. Use the list of experiences, skills, characteristics, and subject matter from the job description to develop a series of questions. Then measure knowledge, skills and ability needed to do the job.

- Do not focus on specific college rules, regulations, and policies, the applicants are not expected to know such information.
- Be open-ended requiring more than a yes or no response.
- Do not be predictable or telegraph the response that is being sought.
- Allow the interviews to explore the candidate’s current and previous positions and search for the highlights of these experiences.
- Allow the interviewers to uncover the candidate’s preferences and work behaviors.
- Focus on the candidate’s professional skills and knowledge.
- Seek information about the candidate’s management style (when applicable), as well as his/her preferences regarding management style of the supervising manager.
Interviewing Ethics and Professional Posture

Committee members are expected to ensure an unbiased consideration of all applicants. Committee members are not to interview relatives, significant others and/or provide, or reject employment recommendations for individuals whom they have a personal or professional history that impairs their ability to be objective.

Each candidate should be treated with respect and given full consideration. Committee members should refrain from making unnecessary comments, exhibiting negative verbal or nonverbal communication, sending signals via body language or comments, or otherwise indicating satisfaction or dissatisfaction with candidates’ responses to questions. Each candidate expects and deserves our gratitude and respect for their interest in employment at Austin Community College.

Pitfalls to Avoid in Interviews

1. Unconscious bias
Interviewers sometimes relate to applicants’ differences based upon how comfortable the interviewer is with the applicants’ background, appearance, and characteristics, often connecting more readily with applicants who have backgrounds similar to their own. Interviewers should be aware of these biases.

The following are common biases to steer away from:

- Gender bias
- Ethnic/racial bias
- Disability bias
- Maintenance of the status quo, or staying with what’s comfortable

2. Rigid notions of excellence
Interviewers are to search for evidence of innovation, creativity and novel approaches in the candidates they interview. ACC has a wide variety of students and employees from various backgrounds so our employees must be able to communicate effectively to all.

Refrain from the following pitfalls:

- Giving preference to those who have traditional career paths
- Seeking pedigree
- Acknowledging pure vs. applied scholarship
Additional Pitfalls to Avoid in Interviews

3. Biased references
Take into account the source of information when contacting references; information obtained must be objective and professional in nature. Reference checks may only be conducted by the Committee Chair.

Be aware of:
- Unconscious bias from referral sources
- Potential for bias if candidate has scholarly interest in historically marginalized groups, or other emerging/controversial areas of scholarship

4. Style vs. Substance
Interviewers should make attempts to identify various styles and cultural differences. Identify the following:
- Cultural characteristics
- Communication styles

5. Be sensitive to minority viewpoints of committee members
Refrain from the following pitfall:
  - Not allowing minority viewpoints to be heard.
Interviewing Strategies for Use with Applicants Who Have Disabilities

The Right Way to Gauge an Applicant’s Suitability

Interviewing is an art. The interview is a stressful time for all parties. Some of the traditional barometers we rely on in evaluating applicants – subtle cues such as body language, communication style, and social skills – are not always reliable when dealing with people who have disabilities. A firm handshake and upright posture can indicate confidence and respect, but don’t make false assumptions based on a person’s inability to communicate with his or her body in the expected manner.

You can become aware of a person’s disability during an interview in one of three ways: (1) It is readily apparent; (2) the person voluntarily brings it to your attention; (3) or you ask a question about the person’s ability to perform a function of the job that raises the issue of the need for an accommodation.

The key legal concept for job interviews under the ADA is that questions not be asked that focus on a person’s disability. Always focus on the ability of the person to do the job. Questions should be for the purpose of obtaining specific information that will help determine whether the person will be a productive faculty member. If an applicant says that he or she cannot perform an essential job function even with an accommodation, the applicant is not qualified for the job.

If the disability is evident or the person has brought it to your attention, you may ask how the person would perform the job, with or without reasonable accommodation. If an applicant is blind, you could say, “The safety standards of this job require that the employee be aware of the chemicals that they are working with in the lab. How would you be aware of which chemicals you are handling? How might we accommodate you in that activity?”

The ADA categorically prohibits “fishing” for information about a candidate’s physical or mental condition on an application form or during an interview. You may inquire only about the person’s ability to perform specific job-related functions. For this reason, you must know the posted requirements of the position and the “essential” functions of that position.

Examples:

Ø It is a violation to ask, “Have you had to miss a lot of class days because of illness?” or “Do you expect to need a lot of time off from work because of a physical or mental condition?” You may, however, explain the attendance expectations or the unique requirements for teaching and ask if the applicant can adhere to these standards.

Ø In interviewing a candidate who appears to have a disability, you may not ask, “How did you lose your arm?” You may, however, explain the position/teaching requirements and ask the person to explain how he or she would use the computer, tools or equipment to perform the position’s requirements.
What You Can’t Ask

Asking an applicant the following kinds of questions would be a violation of the ADA:

- How many times were you absent from your job because of illness?
- Are you taking any medications?
- Have you had a major illness in the last five years?
- Do you have any physical defects that preclude your performing certain tasks?
- Do you have any disabilities that would affect your performance in the position for which you are applying?
- Is there any health-related issue that would prevent you from doing the general type of work for which you are applying?
- Have you ever been treated for any severe conditions or diseases?
- List any conditions or diseases for which you have been treated in the past three years.
- Has anyone in your family ever had any severe or terminal illness?
- Have you ever been hospitalized? For what?
- Have you ever been treated for a mental disorder?
- Have you ever been treated for drug addiction or alcoholism?
- Have you ever filed for worker’s compensation benefits?

Applicants Who Are Deaf or Have a Hearing Impairment

When communicating with applicants who have a hearing impairment:

- Face a person who reads lips. Speak slowly and distinctly. Avoid using gestures near the face, since this is distracting. A beard or mustache may interfere with a lip-reader’s ability to see the movement of your lips.
- A sign language interpreter should be positioned properly. He or she should sit next to you so that the hearing-impaired person can easily shift his gaze back and forth from the interpreter to you.
- If a sign language interpreter is needed for an interview, please contact the Office for Students with Disabilities at 223-6151.
- Do not refer to a deaf person as deaf and dumb; many deaf persons have the ability to speak.
- It is appropriate to tap the hearing-impaired person on the shoulder or wave your hand to establish visual contact.
Applicants Who Have a Vision Impairment

When communicating with individuals who have vision impairment:

- It is not necessary to speak louder. Also, you should not stop talking when a blind person is approaching you since he or she relies on the sound of your voice for direction.
- When a blind person enters your office, it may be helpful to extend your arm to guide him or her to a chair.
- If there are other individuals in your office, a blind person may not be aware of this. Therefore, introduce each person by name and indicate where they are sitting in the room relative to where the blind person is seated.

Applicants Who Have a Mobility Impairment

When communicating with an individual who has mobility impairment:

- Do not presume that he or she needs assistance. An individual in a wheelchair will not normally require your help to enter a room.
- Provide assistance if you are asked to do so.
- Be prepared to tell the applicant the location of wheelchair ramps, accessible restrooms, etc.

Applicants Who Have a Speech Impairment

When interviewing a person who has a speech impairment:

- If you cannot understand the person’s response, ask him or her to repeat it.
- You may lose valuable information if you do not follow-up on answers that are confusing or that don’t make sense to you.
- Relax while listening. Your ear will adjust more quickly to the sound of the applicant’s speech.

Confidentiality as it refers to ADA

Employers may not inform employees, students or others of accommodations that are made for a disabled applicant or employee. The ADA’s confidentiality requirement concerning an individual’s medical condition allows only three exceptions under which others may be told of a disability:

- Supervisors and managers who need to know in order to make accommodations
- First aid and safety personnel
- Government officials investigating compliance with the ADA
Evaluating Interviews

Hiring Committees may agree to utilize the “Interview Evaluation” form, or they may choose the “Weighted Criteria – Interview Rating” form. Each committee member must agree to use the same interview evaluation tool/form for any given hiring committee.

The “Interview Evaluation” form is the interview evaluation tool most widely utilized by ACC hiring committees. Each committee member participates in the interview process by presenting questions to interviewees. After each interview is conducted, committee members are asked to complete the form, which assesses a candidate’s responses and behaviors in a variety of areas, including but not limited to: knowledge of job field, comprehension.

The “Interview Rating - Weighted Approach” form is a second interview evaluation tool in which hiring committees may choose to use in the interview process. It is utilized to aid the decision making process when the committee is seeking a tool to help further differentiate one candidate from the next. This form provides committees an opportunity to establish hiring criteria, create interview questions and assign each question a weight. Weights of from 1 (Important) to 3 (Critical/vital for job success) are assigned to interview questions according to the importance of the response to the needs of the position.

Weights should be agreed upon and assigned to interview questions by the committee as a whole. Interview questions with their assigned weights must remain the same for all candidates interviewed for any given position. As interviewees respond to each interview question, each committee member assigns a rating of from 1 (Insufficient) to 5 (Excellent) according to how he/she feels the interviewee answered the question.

Please Note: Numeric scores are helpful to guide your judgment, but are not a substitute for good judgment. Candidates near the borderline between categories (qualified, highly qualified, and overqualified) deserve extra scrutiny to determine which category they best fit, regardless of numeric score. Therefore, employment recommendations should not be based solely upon the highest scores/ratings. Evaluation results should stimulate committee discussion and assist members in arriving at a sound decision.

Applicant Interview Red Flags

- Lack of knowledge/research about the College
- Failure to provide details, examples about claims made on resume or cover letter.
- Late Arrival
- Failure to dress properly for the interview
- Inability to communicate well
- Inappropriate comments about previous employer
Employment Recommendations

At the conclusion of the interview process, the hiring committee should discuss the outcome of all interviews. Since the goal of the hiring committee is to seek qualified candidates who are best suited for the position, the needs of the department and the needs of the College, a thorough conversation should take place. The work experience, credentials, and the information provided in response to interview questions, should be considered in relation to the criteria created for each position.

The Committee Chair is responsible for ensuring that the committee engages in dialogue that allows members to feel comfortable, empowered and part of the decision making process. Committees are to identify a top candidate in which they wish to recommend for employment from a majority vote.

Employment References

Reference checks are a critical part of the selection process. Employers need to be able to demonstrate that they have made reasonable efforts to find out about a future employee’s previous work performance. Employers who don’t do their best to check references can be held liable if the candidate hired has known violent tendencies or other tendencies that could have been discovered through reasonable efforts, especially if those tendencies result in threats or injuries to others in the new workplace.

ACC can minimize the risk of hiring an employee who won’t be able to succeed in the new job if they take the time to try to find out about previous job performance. The best predictor of future performance is past performance. Even if it proves difficult to obtain information from previous employers, the prospective employer can still demonstrate that a good faith effort to check references was made.

Committee Chairs are responsible for checking the references of top candidates recommended for employment by utilizing ACC’s Employment Reference Check form. References may not be obtained prior to conducting interviews. A minimum of two professional references must be obtained for each candidate recommended for employment, regardless of whether a candidate is internal or external.

When beginning the process of obtaining an employment reference, Committee Chairs are asked to first refer to the “Employment History” section in the application. There you will find a candidate’s Supervisor contact information. Then refer to the “Reference Check section of the employment application to compare and obtain additional reference information.

When calling an applicant’s reference: identify yourself immediately; tell the reference about the position for which the applicant is being considered. Verify dates of employment, titles, educational credentials and licenses. Ask only job-related questions as indicated on the ACC Reference Check form and document all answers. Avoid questions that can be answered with only a "yes" or "no." Instead, ask open-ended questions such as “Describe the applicant’s ability to...” The Committee Chair should document if it is the company policy not to respond to certain/all questions.
It is important that Committee Chairs consider all of the information gathered from all the references. Do not be overly swayed by one negative reference. One negative reference may be the result of a strained interpersonal relationship. In such situations we encourage the Committee Chair to seek additional professional references.

When obtaining information from personal references Committee Chairs are to verify the following information on a separate page:

- How long has the individual known the candidate (# of months/years)?
- How they are associated with the candidate i.e. friend, family member?
- What (in their opinion) is the candidates’ overall character?

**Criminal Background Checks and Drug Screens**

To comply with state regulations and professional standards, criminal background checks are required for candidates recommended for Faculty employment. ACC conducts criminal checks through the institution’s third party approved vendor, LexisNexis. PreCheck Inc. is also utilized as a vendor to conduct criminal checks for all Health Science employees who are assigned to positions that have clinical contact. Beginning January 2013, employees who are assigned to work in patient clinical contact areas may be required to also undergo a pre-employment drug screen test.

HR Employment conducts criminal background checks only for those candidates that are recommended for employment and approved by the Vice President of Instruction, Provost/EVP and College President. Austin Community College conducts seven year national and county criminal background checks on all candidates offered full-time Faculty positions.

**Criminal Background Check Disclosure forms:** [http://www3.austincc.edu/it/eforms/forms_int/HURE.053.pdf](http://www3.austincc.edu/it/eforms/forms_int/HURE.053.pdf)
Job Offers – Acceptances/Declines of Employment

HR Compensation will contact the Supervisor by e-mail when a candidate has accepted or declined a position. Supervisors will need to contact HR Employment if a candidate declines a position. The Supervisor will be asked to identify a second candidate from the current applicant pool. If a second candidate cannot be identified, then the position should be reopened to obtain additional applications.

New Employee Orientation

New Employee Orientations are conducted on the first three Mondays of the month from 8:30 a.m. – 5:00 p.m. Those attending orientation will receive and complete hiring paperwork, benefits information ACC e-ID, email address. Attendance at New Faculty Orientation is mandatory. Supervisors may contact the Employment Manager to deliver messages to new employees on their first day. The Employment Manager can be reached at ebreedlo@austincc.edu.
Sample Interview Questions

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 and how did you handle it.
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? And why?
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. Give 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 and describe what happened.
13. What kinds of policies and procedures have you created and to whom did you take them for approval?
14. Describe the most difficult interpersonal challenge you have been faced with and what did you do about it.
15. Have you had public speaking experience? If so, who was the audience, and what was the purpose: selling, informing?
16. Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it.
17. Describe a time when you went “beyond the call of duty” to accomplish a task.
18. Describe the most difficult person you have ever worked with and how you went about it.
19. Describe a situation in which it was necessary for you to mediate or negotiate a solution or compromise.
20. What kinds of work pressures do you find the most difficult to deal with?
22. Describe a time when you felt you “lost your cool” on the job and the result.
23. Describe the best boss you ever had. Describe the worst boss you ever had.
24. What could your last employer have done to keep you?
II. Relevant education and training

1. Describe your education and training in this area.
2. How do you think college contributed to your overall development?
3. In what way do you believe your education and training has prepared you for this position?
4. What special training do you have that is relevant to this position?
5. What licenses or certificates do you have that are relevant to this position?

III. Related to this 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. This position requires that a candidate do these things (describe essential functions). Is there any reason you cannot perform all the essential functions of this job with or without reasonable accommodations?
4. Are you able to travel as required by this position?

IV. Attendance and punctuality

1. What do you consider a legitimate reason for missing work?
2. Do you know of any reason why you would not be able to get to work on time on a regular basis?
3. Are you able to work overtime? Weekends?

V. 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 /created?
7. What kinds of decisions could you make on your own?
8. What kinds of reports did you develop, create, or produce? What kinds of correspondence have you written on your own initiative?
VI. 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. What are your strengths as a supervisor?

3. What is the role of a supervisor, in your opinion?

4. What are the major responsibilities of a supervisor, in your opinion?

5. Give an example of a time when you were disappointed by an employee’s lack of accomplishment and what did you do about it.

6. What are the generally accepted steps in progressive discipline?

7. In your experience, what kinds of things motivate an employee?

8. Describe a sticky situation with an employee and what you did about it.

9. Describe an innovative way you handled a conflict involving two or more of your subordinates.

10. What kinds of things can a supervisor do to create a positive working environment?

11. What training and experience do you have in communication skills?

12. Approximately how many people have you personally hired in your career?

13. Describe an effective performance planning and review process.

14. What methods of communicating with subordinates have you found most successful?

15. What recognition and reward systems for subordinates have you used?

16. What is an effective training and orientation program for a new employee?

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. Under federal wage and hour laws, describe “exempt” and “non-exempt” employees.
To avoid the appearance of discrimination during interviews, do **not** ask the following questions:

- Are you married? Divorced?
- If you’re single, are you living with anyone?
- How old are you?
- Do you have children? If so, how many and how old are they?
- Do you own or rent your home?
- What church do you attend?
- Do you have any debts?
- Do you belong to any social or political groups?
- How much and what kinds of insurance do you have?
- Do you suffer from an illness or disability?
- Have you ever had or been treated for any of these conditions or diseases?
  - (followed by a checklist)
- Have you been hospitalized? What for?
- Have you ever been treated by a psychiatrist or psychologist?
- Have you had a major illness recently?
- How many days of work did you miss last year because of illness?
- Do you have any disabilities or impairments that might affect your performance in this job?
- Are you taking any prescribed drugs?
- Have you ever been treated for drug addiction or alcoholism?
- Do you plan to get married?
- Do you intend to start a family?
- What are your day care plans?
- Are you comfortable supervising men?
- What would you do if your husband were transferred?
- Do you think you could perform the job as well as a man?
- Are you likely to take time off under the Family and Medical Leave Act?