



**NORTHEASTERN  
STATE UNIVERSITY**

Northeastern State University Office of Human Resources

**Staff Hiring Guide**

**Coordinated through the Office of Human Resources**

**Revised August 2013**

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## **AFFIRMATIVE ACTION/EEO POLICY STATEMENT**

The Administration of Northeastern State University strongly supports the fundamental belief and commitment to the principles of equality and opportunity for all people.

*This institution, . . . in compliance with and to the extent required by Title VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Section 402 of the Readjustment Assistance Act of 1974, Americans with Disabilities Act of 1990 and other applicable federal laws and regulations, does not discriminate on the basis of race, creed, color, national origin, sex, age, religion, disability, genetic information, or status as a veteran in any of its policies, practices, or procedures. This includes but is not limited to admissions, employment, financial aid, and educational services.*

To stimulate efforts toward increasing involvement of persons from diverse backgrounds, the University has developed and revises periodically an Affirmative Action Plan. Northeastern's Affirmative Action Plan governs efforts related to selection, placement, training, and promotion of all employees with respect to personnel actions, such as compensation, reassignments, in-service training, tuition, or other professional growth subsidies and termination. The continual thrust of the University's plan is to employ and retain individuals who are members of a diverse group which may be or may become under-utilized in the total employment force. However, the primary criterion for employment shall be the ability of the employees to perform the work. Every member of management is responsible for insuring his/her department's compliance with the University's commitments and policies. Overall monitoring responsibility for Northeastern's Affirmative Action Program and 504 Compliance has been assigned to the Affirmative Action Officer. Employees should contact the [Office of Human Resources](#) immediately if they believe that any of these policies have been violated.

Every member of management is responsible for insuring his/her department's compliance with the University's commitments and policies. Overall monitoring responsibility for Northeastern's Affirmative Action Program and 504 Compliance has been assigned to our Affirmative Action Compliance Officer. Employees should contact the Office of Human Resources immediately if they feel that any of these policies have been violated.

## **DIVERSE WORKFORCE**

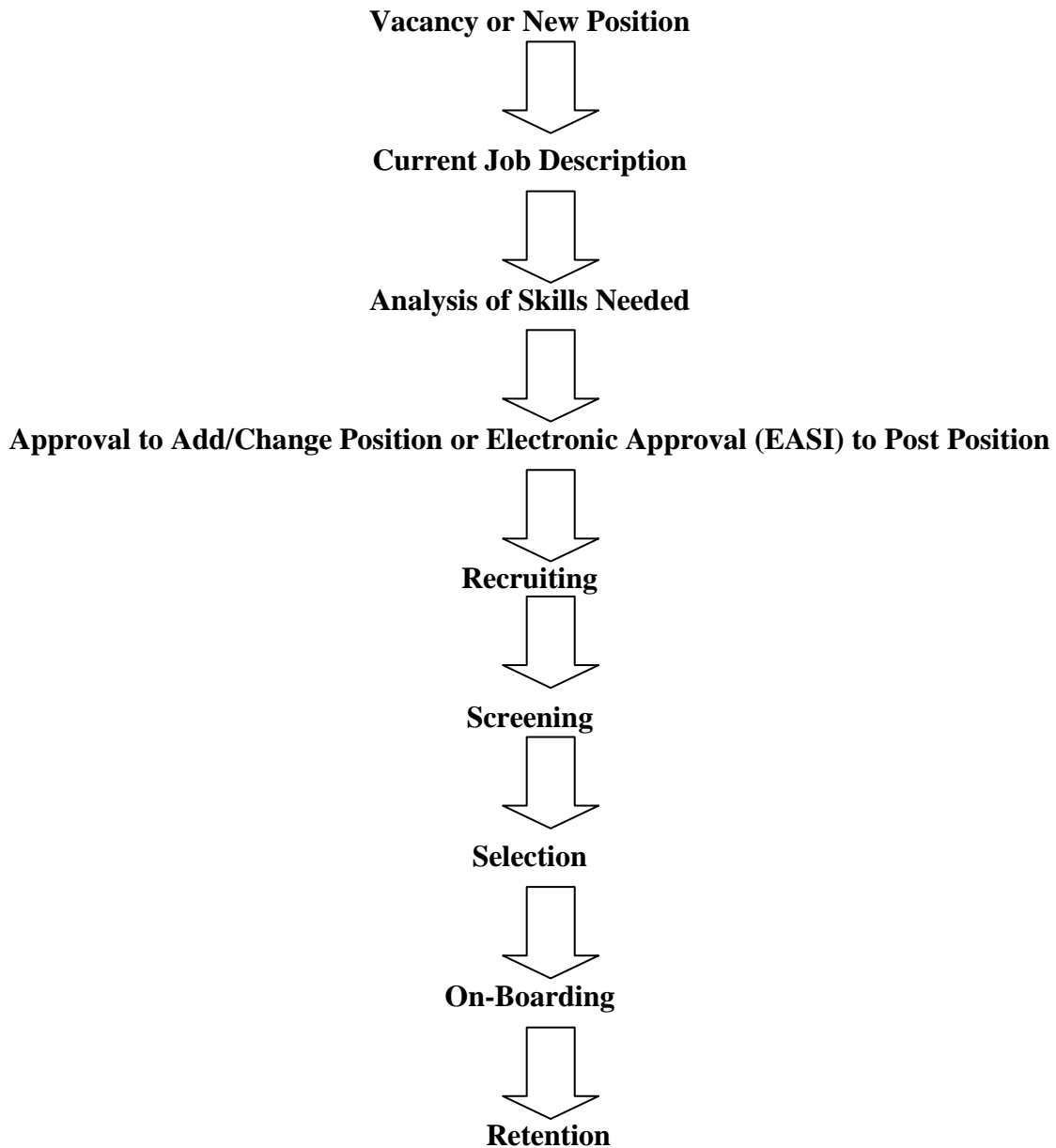
NSU is committed to recruiting and retaining a diverse workforce as an essential part of excellence in faculty and staff at the University. NSU will take actions to attract and retain qualified women and minorities in all positions and levels within the University. These efforts will include, but not limited to, recruiting, employing and advancing of qualified women, racial minorities, people with disabilities and veterans. NSU will advertise all faculty positions through the Spring of 2012 on the Minority Faculty Applicant Database. Women, minorities, individual with disabilities and veterans are encouraged to apply for any opening at NSU. Other efforts to enhance a diverse workforce may include direct contact with qualified individuals,

contact with professional associations dedicated to women or minorities, networking at national meetings and generally being in a recruiting mode to announce employment opportunities to qualified women, minorities, individuals with disabilities and veterans.

### **STAFF HIRING PROCESS**

Placement of an individual into a new position is one of the most important tasks that occur within the University and an important responsibility of department management. This information has been prepared to assist with hiring the best qualified individual to fill vacant positions.

### **OVERVIEW OF THE SELECTION PROCESS**



## **TYPES OF APPOINTMENTS FOR STAFF**

All staff positions have been authorized for a minimum and maximum number of hours per week. Authorized hours or period of time will determine benefit level for an incumbent and the budgeted dollars for payroll allocation.

**Full-time** appointments are those requiring thirty (30) or more hours per week. Employees working twenty-nine (29) or fewer hours per week will be considered as **part-time**. Part-time employees are not eligible for most fringe benefits. **Student** appointments such as graduate teaching or instructional assistants are not eligible for fringe benefits (except for Workers' Compensation). **Temporary** appointments are given to those employees who are hired for a specifically defined period of time. Temporary employment may be on a full time (40 hours per week) or part time (29 hours per week or less) basis.

## **JUSTIFY EMPLOYING PERSONNEL**

### **New/Change Position**

When requesting a change to an existing position or a new position to a department, a "New/Change Position" form must be completed and processed for approval. Information related to budget and vacancy is required along with justification for the position. Authorization to change or add a new position requires approval from the Account Sponsor, Vice President and Executive Cabinet. The Director of Human Resources is one step in the approval process and can be a resource to assist with sample job description, wage/salary range and other important information needed. Once the budget is allocated and all approval levels obtained for a new position, the position may be posted following the same posting guidelines as for a replacement position.

### **Replacement Position**

To fill a vacant position (or new/changed position), Employment Application System Improvement (EASI) should be utilized as a means to request a posting and to obtain approval for a posting. EASI allows posting information to be recorded electronically and the workflow feature allows for electronic approvals up to the posting step. See the EASI manuals located on Blackboard or contact the Office of Human Resources for access into the system and assistance with using the software.

## **JOB DESCRIPTIONS**

Each position currently utilized at the University has been classified in accordance with its description, duties and minimum qualifications. A job description accurately reflects the essential criteria necessary to successfully accomplish duties. It serves as the foundation to effectively communicate expectations to a prospective employee.

A job description that is less than two (2) years old and in the NSU authorized format is considered a current job description and must be on file with the Office of Human Resources. A current job description must on file in the Office of Human Resources for both new and replacement requests.

Developing a job description for a new position should begin by contacting the Office of Human Resources. A “position Questionnaire” form provided by the Office of Human Resources will need to be completed. Updating an existing job description that is not in the current format should be done by transferring, revising and completing information requested on to the “Position Questionnaire” form. The “Position Questionnaire” form should be submitted to the Office of Human Resources for review and formatting. Official job descriptions are written and approved in the Office of Human Resources in conjunction with department management.

## **DEPARTMENT ANALYSIS OF REQUIRED AND DESIRED QUALIFICATIONS**

Hiring management should have a clear and concise understanding of full qualifications and skill dimensions for a position in order to recruit a candidate who will be successful. Certain experience, education and skills are required based on the position responsibilities. Certain skills are desired for a top candidate. Once required and desirable qualifications are identified, these should be used as the basis to select an employee. Seeking multiple skill dimensions for both required and desirable skills will increase the probability of a successful placement. Careful analysis of these skills should be completed prior to beginning the recruiting process. Once determined, applicant screening method and questions should be developed with these in mind. (See Addendum A, “Job Analysis Guidelines” and “Suggested Skill Dimensions Important in Hiring the Best”)

## **APPROVED TO FILL POSITION**

Follow the EASI steps for approval to fill a vacant and approved position.

## **POSTING TO NSU WEBSITE**

### *Applicant View*

The NSU website represents the University to the community and prospective candidates. It may be accessed using [www.nsuok.edu](http://www.nsuok.edu), Job at NSU, Jobs. This is NSU's authorized site for all NSU job openings to be communicated both internally and externally. All job applicants must apply using the on-line system. (At this time departments may hire adjunct using a paper process or EASI.) There is a contact email address to assist applicants as needed.

A statement concerning NSU's commitment to equal opportunity employment is included on the main Jobs page.

### *Internal for NSU Management*

EASI is the method used to post jobs and view applicants. This site is unique to internal management users. Link:

**<https://nsuok.peopleadmin.com/hr>**

Security access is granted through the Office of Human Resources. Step by step training manuals are located on Blackboard. A video training must be completed prior to utilizing EASI.

Information from the job description will be utilized as the basis for the job posting. Using EASI allows information to be copied/pasted into the posting, posting from a previous posting or posting from a template. The job's description, responsibilities, qualifications, experience, and education along with other important information such as department statement, applicant instructions, a salary statement, beginning date, submission requirements and location will be included in the posting. Other wording may be included as relevant, such as statements indicating that NSU does not provide moving expenses.

It is not required to post a job when promoting or transferring from within the same department to fill an approved job opening. Jobs may be posted for internal NSU employee candidates only or for internal and external candidates. Once posted, that job posting must remain posted for five (5) business days before a job offer can be extended.

### *Internal Applicants*

In compliance with career advancement and enrichment initiatives, NSU wants to encourage internal candidates to apply to job openings using EASI. Considering internal candidates saves recruiting time, start-up time and money. Hiring from within improves morale when employees feel they have growth opportunities within NSU. Internal applicants must meet minimum qualifications for the position and comply with the submission requirements. Hiring

management will determine applicant qualifications and who will receive further consideration such as an interview. If an internal applicant is selected, no consideration will be given to external candidates. Internal applicants must apply using the on-line system.

### *External Applicants*

External applicants may apply at any time when a job is posted unless noted for internal candidates only. Hiring management may determine that both internal and external candidates should be considered simultaneously based on departmental need.

### **EXISTING APPLICANT POOL**

The Office of Human Resources maintains applicant electronic records for one (1) year. For a new job opening where recruiting/placement occurred within thirty (30) days for a same or similar position, hiring management may utilize the original pool of applicants to fill the new opening.

### **ADVERTISING**

Advertising provides a method to recruit for vacant positions as well as being a good public relations tool and promotional opportunity to publish our brand. Advertising both on a website and in print is expensive. NSU wants to ensure that advertising sends the correct message and reaches the correct audience. Consideration should be given to the type and method of advertisement that will provide the highest quality and quantity of candidates.

Hiring management should evaluate the many advertising avenues available in today's marketplace when requesting advertising. Some venues are low cost to no cost and should be considered. Some advertising sources include internal recruiting, past employees in good standing, word of mouth, employee referral, professional networks, college career services, alumni associations, web user groups, professional associations, vendors, newspapers, magazines, job banks, job fairs, Oklahoma Employment Security Commission and more.

Advertising with an outside source must be noted on the posting and approved by the Director of Human Resources. The Office of Human Resources will communicate with hiring management with each advertisement requested. Initial ads in local papers will be initiated by the Office of Human Resources on an as needed basis. Additional or special advertising will be charged to the hiring department. Ad placement and content will be reviewed by the Office of Human Resources after consultation with hiring management. An ad placed on personal or professional source by the department must be reviewed by the Office of Human Resources prior to publishing and a copy of the final ad sent to the Office of Human Resources for record keeping.

Advertisements appear in only one edition of the selected publication. In most instances, the scope of advertising reflects the position level:



a. National: Director or above.

b. Regional: Coordinator and positions requiring special skills or experience.

c. Local: Support, clerical and non-skilled labor.

3. All advertising states that employment applications are to be submitted to the Office of Human Resources.

### **NSU DEPARTMENT SPECIFIC WEBSITE**

Your specific department website can be an important recruiting tool. Information should be designed to be informative, distinguish the department's role and how it ties into the University mission and reflect the department in a positive manner. Websites should be up-to-date with appropriate branding and no typographical errors.

### **APPLICANT**

Individuals who meet the minimum qualifications, experience and other requirements plus have completed an on-line application and submitted required document(s) in accordance with the position submission guidelines will be considered applicants. Each applicant who successfully applies to a specific position will receive an email confirming receipt of the application material. Hiring management may utilize EASI to screen candidates with qualifiers and disqualifiers. When utilized, candidates who do not qualify will receive automatic notification via email that they do not meet the qualifications. . Applicant information will be available to authorized hiring management as soon as submitted by an applicant.

Applicant data and logistics are tracked by EASI and maintained through the Office of Human Resources

### **APPLICANT INFORMATION**

Job applicant information is considered confidential and sensitive. NSU is committed to respecting job applicants by releasing information on a need to know basis only. Information should not be discussed in public places, in general conversations or with any potential coworkers unless involved in the hiring process. Folders must be kept secure from unauthorized viewing.

Any applicant information received outside the EASI system should not be considered in compliance with NSU application requirements. Individuals submitting information other than on EASI should be advised of the appropriate method to apply to an opportunity which is the EASI system. All application materials sent directly to the department/hiring manager must be forwarded to the Human Resources Office.

## **DEPARTMENT REVIEW OF APPLICANTS**

Meticulous review of applicant information is vital in order to identify the best qualified candidates. Individual department procedures guide how this process is managed. Careful documentation of all steps in the screening process is necessary to ensure the hiring process meets or exceeds all state and federal regulations.

All applicants should be considered based on meeting the required and desired qualifications for the opening. Those who do not meet the minimum qualifications should be excluded from consideration during the first review and moved to the Not Hired state in EASI. Second review should divide applicants into those who meet the minimum qualification and those who meet both required and desirable qualifications. Applicants who match the qualifications most closely should be given first consideration.

## **SCREENING COMMITTEE (formerly Search Committee) GUIDELINES**

Screening committees are appointed by hiring management and are tasked with making recommendations on candidates following a careful review of each applicant. Hiring management may determine that a Screening committee will screen candidates and make a recommendation as to which candidates should be considered for further review and possible interview. Guidelines for position of Director and above suggest that the committee consist of campus leaders who are not direct reports to the position and that the hiring supervisor not be included in the committee.

## **TELEPHONE SCREENING**

Telephone screening is one method that helps move the application review to a short list of the best qualified and is a time management tool. A telephone interview helps determine if the candidate has the essential capabilities to do the job. It should be a straight-forward, fact-finding event. It is not a method for making a final hiring decision.

Telephone interviews should consist of a short list of questions to be sure the applicant meets required qualifications and expectations. Those who are not suitable for the position can be told in a professional manner and the conversation ended. Those who warrant a face-to-face interview should be scheduled.

Questions should be prepared in advance and all applicants should be asked the same basic questions. (See Addendum A for “Telephone Interview Format”) Telephone interviews may need to be scheduled with applicants to ensure they are able to respond to questions in a comfortable setting.

## **DEPARTMENT INTERVIEWS**

Face-to-face interviews offer another opportunity to market NSU. Job applicants have the opportunity to visit our beautiful campuses and learn more about NSU's mission and culture. Applicants should be treated as guests and stakeholders. We want to make the interaction positive and productive from the first person encountered through the end of the process.

Hiring management has the opportunity to gather pertinent information during an interview to make the best hiring decision. Interviews should be conducted to make the most of the time and have questions answered for a comparison and evaluation of data.

Applicant interviews should be scheduled in advance to allow for preparation. Interviews should be conducted in a comfortable and private setting. Hiring management needs to evaluate the same criteria in the same way with each candidate to facilitate objectivity. A structured or template interview format should be created. A combination of interviewing approaches typically results in the best evaluation of an individual's skills and abilities. (See Addendum A, "Typical Interviewing Question Styles") A good outline to follow is to: set the tone, give an overview, review work history, ask probing questions in the important skills dimensions, gather enough information to make a decision, and discuss next steps. (See Addendum A, "Sample Interview Format" and Plan Your Behavioral Questions")

All candidates interviewed on campus must be given the background check Disclosure form and the Release and Authorization form. The Release and Authorization form must be fully completed by the applicant, sealed in the envelope provided, given to the screening committee chair and returned to the Director of Human Resources. No action is taken on individual data unless the applicant is recommended for hire.

NSU is an equal employment opportunity employer. There is a fine line concerning discrimination during employment and there are certain questions or discussion areas that must be avoided during an interview. Keep in mind, the interview starts with the first conversations and continues to the last interaction with a candidate. Areas to avoid include age, national origin, religious and political beliefs, race, color, sex, arrest record, military history, disability and status as a veteran. (See Addendum A, "Hiring Questions Which May Be Discriminatory")

## **PRE-EMPLOYMENT TESTING AND ASSESSMENTS**

Testing and assessment of skills and abilities is a proven method to help ensure an applicant is able and suitable for a position. Pre-employment testing and assessment must be job related and validated to ensure no disparate impact on a protected class of applicants. Use of tests and assessments must be approved by the Director of Human Resources.

## **SELECTING A PROSPECTIVE EMPLOYEE**

Effective screening and interviewing enables the hiring manager to comfortably answer three questions related to prospective employee selection:

Is this applicant able to do the job based on skills, ability, experience and education?

Is this applicant willing to do the job based on motivation, commitment, and reliability and adjusting to the new environment?

Will this applicant be manageable on the job, including taking direction, working independently, handling stress and getting along with others?

Hiring management should rate each interviewee based on required qualifications and desirable qualifications. Using a point system to rate candidates is a tool that can be applied when multiple applicants meet qualifications. (See Addendum A, “Sample Evaluation/Criteria Form”)

## **BACKGROUND REVIEW**

When making an employment decision, it is prudent to gather as much information about an individual as possible. Checking with past supervisor or employer to verify information and to find out about the candidate’s employment is another avenue. Hiring management should check references from past supervisors/employers to gain even more information about a potential new hire. (See Addendum A, “Questionnaire for References”)

Other background information may be discussed with the Office of Human Resources.

In all cases, the privacy of the individual must be respected and maintained.

## **RECOMMEND FOR HIRE**

After conducting the interviews and making a decision on the best applicant, hiring management moves the applicant state to “Recommend for Hire” on EASI. Moving an applicant to the status of “Recommend for Hire” in EASI generates notification to the Director of Human Resources who will conduct a review of the candidate and will initiate the background check. Background checks are conducted by the Office of Human Resources and must be successfully completed prior to extending a job offer.

## **MAKE JOB OFFER/GENERATE PAF (Personnel Action Form)**

All references and background check must be successfully completed in advance of making a job offer. No offer of employment may be extended until the Director of Human Resources approves. The official offer of employment is made by hiring management or his/her designee. A conditional offer of employment is made pending receipt of an official college/university transcript when a degree is required for a position. At the time of the job offer, information

should be clearly communicated concerning pay amount and schedule, benefits, work expectations and other information pertinent to the job. If the offer of employment is accepted, a start date and time should be confirmed. (See Addendum A for “Call to Candidate Form”) The New Hire PAF must be completed and approved before the person may begin work. New hire paperwork and the completed PAF are required in the Office of Human Resources in order to put the new hire into the computer system.

### **APPLICANT NOTIFICATION OF NON-SELECTION**

At the conclusion of the recruiting and selection process, hiring management must move the non-selected candidates to the “Not Hired” state and select a “Reason” for the non-selection in EASI. This step is required for proper record keeping and compliance with state and federal regulations.

Once all candidates for a posting have been moved to the appropriate state in the process, the Office of Human Resources will close the posting. EASI will automatically generate an email to notify all other candidates that the job is closed and another candidate was selected.

### **NEW HIRE PROCESS**

NSU has invested a great deal of time and expense for each new employee. NSU wants all newly hired staff to feel welcomed to the University. Department management should help make this transition a positive experience. Appropriate training and support must be afforded each new staff member. In some areas, assigning a mentor can be an effective way to help orient a new staff member. As employment continues, there is an additional investment in training, therefore, retention of staff should be a priority of all management.

A department representative trained to complete new hire paperwork should complete this process with the new hire. All new hire forms are located on the Office of Human Resources website.

NOTE: By law, the I-9 - Employment Eligibility Verification must be completed no later than the first day of employment, and page 1 of the form, which is completed by the new employee, must be sent immediately to the Office of Human Resources. Page 2 of the I-9 form must be completed by a University representative and sent to HR within three days of the date of hire. (Whenever possible, both pages should be sent together on or before the first day of employment. In cases where an employee will be employed for fewer than 3 days, the entire form must be completed no later than the first day of employment.)

All new hire staff should complete the New Hire Orientation. The New Hire Orientation schedule is available on Blackboard or by calling the Office of Human Resources.

## **Addendum A**

### **Forms and Helpful Reference Material**

## **Job Analysis Guidelines**

**Use these questions to assist with determining skill dimensions that are needed to hire a superior candidate. (See skill dimensions on next pages)**

1. What are the tasks required of the incumbent?
2. What are the qualifications definitely required of a person entering this job?
3. What are the qualifications that would be nice to have of a person entering this job?
4. Which qualifications could be developed on the job?
5. What are the qualifications that set apart the superior performer?
6. What are the qualifications that if lacking, will most assuredly lead to ineffective job performance?

## Suggested Skill Dimensions Important in Hiring the Best

<b>Skill</b>	<b>Dimension</b>
<b>Thinking Skills</b>	<ul style="list-style-type: none"> <li>✓ Technical Skills</li> <li>✓ Decision Making</li> <li>✓ Creativity</li> <li>✓ Job-Related Skills</li> <li>✓ Problem Solving</li> <li>✓ Judgment</li> <li>✓ Analytical</li> </ul>
<b>Administrative Skills</b>	<ul style="list-style-type: none"> <li>✓ Planning</li> <li>✓ Coordinating</li> <li>✓ Follow-Through</li> <li>✓ Organizing</li> <li>✓ Handling Details</li> <li>✓ Time Management</li> </ul>
<b>Communication Skills</b>	<ul style="list-style-type: none"> <li>✓ Speaking/Listening</li> <li>✓ Writing</li> <li>✓ Presenting</li> <li>✓ Documenting</li> <li>✓ Informing</li> <li>✓ Language Skills</li> </ul>
<b>Interpersonal Skills</b>	<ul style="list-style-type: none"> <li>✓ Human Relations</li> <li>✓ Leadership</li> <li>✓ Conflict Resolution</li> <li>✓ Getting Along With Others</li> </ul>
<b>Motivational Skills</b>	<ul style="list-style-type: none"> <li>✓ Achieving Results</li> <li>✓ Taking Initiative</li> <li>✓ Work Commitment</li> <li>✓ Working Hard On Required Tasks</li> <li>✓ Self-Development</li> <li>✓ Staying With University</li> </ul>
<b>Adjustment Skills</b>	<ul style="list-style-type: none"> <li>✓ Being Flexible</li> <li>✓ Working Independently</li> <li>✓ Handling Stress</li> <li>✓ Showing Reliability</li> <li>✓ Taking Direction</li> </ul>



## **Suggested Skill Dimension by Position with Sample Questions Management**

### **Thinking Skills**

- ✓ Technical Skills – Knowledgeable in areas of assigned responsibility.
- ✓ Decision Making – Effective and timely decision under ambiguity and pressure.
- ✓ Creativity – Innovative and original approaches.
- ✓ Problem-Solving – Processing information, demonstrating action and decision orientation.
- ✓ Analytical – Understand and analyze data.

### **Possible Questions**

**How do you evaluate your knowledge in your field?**

**What do you do to keep up-to-date in your field?**

**Walk me through a decision you made that had the most impact.**

**What type of decisions do you find most difficult to make?**

**Describe a situation where you came up with a creative solution.**

**Tell me about the time you felt best about being innovative and creative.**

**What are some of the problems you have encountered and how have you resolved them?**

**Describe a time when you felt best about your solution to a difficult problem.**

### **Administrative Skills**

- ✓ Planning – Objectives or procedures to accomplish goals with measurable checkpoints.
- ✓ Coordinating – Effectively prioritizing and handling tasks in order of priority.
- ✓ Follow-Through – Ensuring assignments are completed timely and accurately.

### **Possible Questions**

**Tell me about how you planned and executed an important program or project.**

**What is your planning process?**

**Tell me about a time when your work has been the most hectic. What did you do to keep it under control?**

**Describe how your work efforts contributed to completing an important task.**

**Walk me through the biggest project you completed from beginning to end.**

**How do you organize your work to ensure nothing drops through the cracks?**

### **Communication Skills**

- ✓ Speaking/Listening – Speaking clearly and understandably. Listening well.
- ✓ Writing- Putting thoughts on paper in a logical, clear and concise manner.
- ✓ Presenting – Getting points across effectively and persuasively in meetings or in front of groups.

### **Possible Questions**

**Describe a recent incident that best reflects your ability to express your ideas and opinions.**

**Give me details about the last time you had to explain something complicated to someone.**

**What is the most important document you have written? How long did it take you?**

**What data have you collected and written a report to submit to your supervisor?**

**Describe a recent time that you were in a position to orally promote or defend something. What was the most visible presentation you have given? How did you prepare?**

**Interpersonal Skills**

- ✓ Human Relations – Developing positive relationships.
- ✓ Leadership – Gaining support and effective action of others to achieve objectives.
- ✓ Conflict Resolution – Ability to deal with conflicts rather than avoid or aggravate.

**Possible Questions**

**How important is communication and interaction with your staff?**

**Give me details about a recent time you were part of a group to complete a project or task.**

**Describe your style of supervising staff.**

**Give me details on a recent incident that required quick reaction and good judgment on your part to keep your team on track.**

**Tell me about the last time you had to smooth a disagreement between two co-workers or staff.**

**Tell me about a time you had a disagreement with a co-worker and what is your relationship with that person now?**

**Motivation Skills**

- ✓ Achieving Results – Tenacity.
- ✓ Taking Initiative – Taking action, making improvements and getting things started.

**Possible Questions**

**Tell me about a project that was the most long-term, extra-hours effort given on your part.**

**What do you do when a decision is made and no procedure exists?**

**What was an assignment where you showed the greatest initiative to get it completed? Why this one?**

**How do you get your ideas implemented?**

**Adjustment Skills**

- ✓ Being Flexible – Adapting to a variety of situations.
- ✓ Handling Stress – In stressful situations, ability to maintain appropriate and constructive behavior.

**Possible Questions**

**Tell me about a time when management had to change a plan or approach you were committed to. How did you feel and how did you explain the change to your staff?**

**What has been the hardest change for you over the years and why?**

**What has been a disappointing supervisory experience for you? Why?**

**What has been the most unreasonable demand from an employer? Why was it unreasonable? What did you do?**

Taken in part from "Selection Interviewing: Information Gathering Workshop an Interaction Mastery Program, Personnel Decisions, Inc.

## **Suggested Skill Dimension by Position with Sample Questions**

### **Professional/Technical**

#### **Thinking Skills**

- ✓ Job-Related – Knowledge and ability in area of responsibility.
- ✓ Problem-Solving – Effectively analyze, define problems and find solutions.

#### **Possible Questions**

**What special aspects of your work experience have prepared you for this job?**  
**What is your most significant accomplishment in your field? How has that helped you?**  
**When was the last time you solved a problem that required careful analysis on your part?**  
**Explain the last time you collaborated with others to solve a problem.**

#### **Administrative Skills**

- ✓ Follow-Through – Make sure projects are completed accurately.
- ✓ Organizing – Managing time and priorities even with unexpected occurrences.
- ✓ Handling Details – Awareness of important details.

#### **Possible Questions**

**Tell me about a serious error that slipped by you.**  
**How do you coordinate activities to get a project started and completed?**  
**How do you organize your work? When do you decide what you will accomplish each day?**  
**Tell me about a time when you were stretched the thinnest.**  
**Describe a time when you had to work with a mass of complex information.**  
**How do you maintain checks and balances of you work?**

#### **Communication Skills**

- ✓ Documenting – Organized paperwork.
- ✓ Speaking/Listening - Speaking clearly and understandably. Listening well.

#### **Possible Questions**

**What project of yours required the greatest amount of paperwork to record and document your actions and how did you organize this?**  
**Has there been a time where you lacked necessary documentation and what were the consequences?**  
**How comfortable are you presenting your ideas? Give me an example.**  
**What is the best way to give you new information or assignments? Why?**

#### **Interpersonal Skills**

- ✓ Human Relations – Developing positive relationships.

#### **Possible Questions**

**On what project were you required to coordinate with another unit or department? What did you do to facilitate this process?  
Walk me through what happened when you had the worst disagreement with another employee. How is your relationship with this person?**

**Motivation Skills**

- ✓ Achieving Results – Tenacity.
- ✓ Work Commitment – Sense of responsibility to produce timely and high quality work.

**Possible Questions**

**What has been your best achievement? Tell me more about how your effort and the obstacles you encountered.  
Tell me about the most difficult assignment. What made it so difficult?  
Have you ever had to choose between producing a quality product and a deadline? Tell me about it.  
Tell me about a time when you had to work long hours and put in extra effort to get things done.**

**Adjustment Skills**

- ✓ Working Independently – Working with minimal supervision.
- ✓ Showing Reliability – Good attendance and completion of tasks.

**Possible Questions**

**What was the last project where you worked independently? Did you enjoy it and why?  
Describe an instance where you were given too much supervision. Why was this too much?  
How many times a year do you feel you need to get away from work to recharge?  
Explain.  
What do you consider a valid reason to miss work?**

Taken in part from "Selection Interviewing: Information Gathering Workshop an Interaction Mastery Program, Personnel Decisions, Inc.

## **Suggested Skill Dimension by Position with Sample Questions**

### **Support**

#### **Thinking Skills**

- ✓ Job-Related – Knowledge and ability in area of responsibility.

#### **Possible Questions**

**Tell me about the work you have done in the past related to this position.**

**What type of work do you enjoy the most and why?**

**What new skills or capabilities you have developed recently?**

#### **Administrative Skills**

- ✓ Follow-Through – Make sure projects are completed accurately.
- ✓ Time Management – Efficient and organized approach to completing assignments.
- ✓ Handling Details – Awareness of important details.

#### **Possible Questions**

**Describe an assignment where you were on a tight deadline. How did you complete this?**

**Tell me how you organize and check your work to ensure it is accurate and timely.**

**Describe a day when your workload is hectic.**

**What is the toughest deadline you have had to meet? Why was it so tough?**

**Tell me about a situation that required you to be responsible for the most details? How did you feel about this?**

#### **Communication Skills**

- ✓ Informing – Ability to convey an organized and concise message.
- ✓ Speaking/Listening - Speaking clearly and understandably. Listening well.
- ✓ Language – Proper use of the English language.

#### **Possible Questions**

**What do you do to keep your boss and others informed?**

**Tell me about a time you had to relay complicated information. What did you do to ensure the important elements of the message were understood?**

**What is the best way to communicate information to you? Why this way?**

**What is your weakest area: spelling, grammar or punctuation? What are you doing to improve?**

**Interpersonal Skills**

- ✓ Getting Along with Others – Relating, assisting and working with others.

**Possible Questions**

**What is a good example of your willingness to help others at work? Why did you do this?**

**Think of a time when you disagreed with someone at work. How did you handle this?**

**Motivation Skills**

- ✓ Working Hard on Tasks – Effort, energy and commitment to complete a task.
- ✓ Tenure – Staying with the University or Department.

**Possible Questions**

**Tell me about a time when you had to go above and beyond your normal duties. In what ways did you give extra effort?**

**Can you think of a time when you encountered multiple obstacles when trying to complete an assignment? How did you deal with this?**

**What parts of this position will you enjoy the most?**

**What about this position matches your abilities and interests?**

**Adjustment Skills**

- ✓ Showing Reliability – Good attendance and completion of tasks.
- ✓ Taking Direction – Receptive to direction, procedures and rules.

**Possible Questions**

**What motivates you to come to work? What about work sometimes makes it difficult to come in each day?**

**Think of a time when you were given directions but disagreed with it. What did you do?**

Taken in part from "Selection Interviewing: Information Gathering Workshop an Interaction Mastery Program, Personnel Decisions, Inc.

## HIRING QUESTIONS WHICH MAY BE DISCRIMINATORY

The following table contains sample questions pertaining to sensitive subject areas that must be handled very carefully throughout the interview process. If you need additional input as to the appropriateness of a specific interview question, please contact the Director of Human Resources. *(Information below obtained from the College and University Personnel Association.)*

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
Name	Have you worked for this company under a different name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, explain.	Inquiries about the name that would indicate applicant's lineage, ancestry, national origin, or descent. Inquiry into previous name of applicant where it has been changed by court order or otherwise. Indicate: Miss, Mrs., Ms.
Marital and Family Status	Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquiries, made to males and females alike, as to a duration of stay on job or anticipated absences.	Any inquiry indicating whether an applicant is married, single, divorce, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.
Address or Duration of Residence	Applicant's address. Inquiry into place and length of current and previous addresses, e.g., How long a resident of this state or city?	Specific inquiry into foreign addresses that would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.
Age	If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of an age by birth certificate after being hired. Inquiry as to whether the applicant meets the minimum age requirements as set by law and indication that, on hiring, proof of age must be submitted in the form of a birth certificate or other forms of proof of age. If age is a legal requirement: if hired, can you furnish proof of age? or statement that hire is subject to verification of age. Inquiry as to whether an applicant is younger than the employer's regular retirement age.	Requirement that applicant state age or date of birth. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (The Age Discrimination in Employment Act of 1967 forbids discrimination against persons over the age of 40).
Race or Color		Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly or indirectly indicating race or color.
Birthplace	After employment (if employed by this institution), can you submit a birth certificate or other proof of U.S. citizenship?	Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.

Ancestry or National Origin	Languages applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)	Inquires into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.
Military Record	Type of education and experience in service as it relates to a particular job.	Type of discharge.
Disabilities	For employers subject to the provisions of the Rehabilitation Act of 1973, applicants may be invited to indicate how and to what extent they are handicapped. The employer must indicate to applicants that: 1) compliance with the invitation is voluntary; 2) the information is being sought only to remedy discrimination or provide opportunities for the handicapped; 3) the information will be kept confidential; and 4) refusing to provide the information will not result in adverse treatment. All applicants can be asked whether they are able to carry out all necessary job assignments and perform them in a safe manner.	The Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they are handicapped or asking them about the nature and severity of their handicaps. An employer must be prepared to prove that any physical and mental requirements for a job are due to business necessity and the safe performance of the job. Exception cases where undue hardship can be proven, employers must make reasonable accommodations for the physical and mental limitations of an employee or applicant. Reasonable accommodation includes alteration of duties, alteration of physical setting, and provision of aids.
Sex	Inquiry as to sex or restriction of employment to one sex is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC.) The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.	Sex of applicant. Any other inquiry that would indicate sex. Sex is not a BFOQ because a job involves physical labor (such as heavy lifting) beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled men's work or women's work. Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job. Avoid questions concerning applicant's height or weight unless you can prove they are necessary requirements for the job performed.
Religion	An applicant may be advised concerning normal hours and days of work required by the job to avoid possible conflict with religious or other personal convictions.	Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any particular religious groups are required to work on their religious holidays. Any inquiry to indicate or identify religious denominations or customs.
Photograph	Indicate that this may be required after hiring for identification.	Requirement that applicant affix a photograph to his or her application. Request that applicant, at his or her option, submit photograph. Requirement of photograph after interview but before hiring.



Citizenship	Are you a citizen of the United States? If you are not a U.S. citizen, have you the legal right to remain permanently in the U.S.? Do you intend to remain permanently in the U.S.? If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status? Statement that, if hired, applicant may be required to submit proof of citizenship.	Of what country are you a citizen? Whether applicant or his or her parents or spouse are naturalized or native-born U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant's parents or spouse are citizens of the U.S.
Education	Applicant's academic, vocational, or professional education: school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.	Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.
Experience	Applicant's work experience, including names and addresses or previous employers, dates of employment, reasons for leaving, salary history. Other countries visited.	
Conviction, Arrest and Court Record	Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime.)	Any inquiry relating to arrests. Ask or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.
Relatives	Names of applicant's relatives already employed by this company. Name and addresses of parents of guardian of minor applicant.	Name or address of any relative of adult applicant, other than those employed by this company.
Notice in Case of Emergency	Name and address of persons to be notified in case of accident or emergency.	Name and address of relatives to be notified in case of accident or emergency.
Organizations	Inquiry into the organizations of which an applicant is a member providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. List all professional organizations to which you belong. What offices are held?	List all organizations, clubs, societies, and lodges to which you belong. The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, ancestry of the membership.
Credit Rating	None	Any questions concerning credit rating, charge accounts or related matters.
Health	Are you able to perform the functions of this position?	Whether the applicant is a drug user or has any serious health problems.
References	By whom were you referred for a position here? Names of persons willing to provide professional and/or character references for applicant.	Require the submission of a religious reference. Request reference from applicant's pastor.
Miscellaneous	Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.	

## Telephone Interview Format

Use this form as a sample format. Develop your questions based on the responsibilities and requirements for your opening.

Name of Applicant \_\_\_\_\_ Position \_\_\_\_\_

Telephone \_\_\_\_\_ Date/Time Called \_\_\_\_\_

Left Message  No Answer  Telephone Interview  Date/time \_\_\_\_\_

Opening Message: Your name, company, position open, and a few pleasant words. What interests you most in this opportunity?

Tell me about your experience in this area or related experience.

This is a (full-time/part-time) opening working (\_\_\_\_\_) hours per week. The schedule is (days of week/hours of day). Are you able to meet this?

Of all of your work experience, where have you been most successful?

What is your current wage/salary?

What is your availability?

What aspects of your current position would you change?

What are you looking for in your next position?

Summary: Thank the applicant and let him/her know you appreciate his/her time. If you know that this person is not the right candidate, advise that you have other candidates who appear to better fit this position. Encourage the candidate to check our website for other opportunities. If this candidate warrants a face-to-face interview, schedule it at this time if possible.

Disposition:  No further action  Interview scheduled Date/time \_\_\_\_\_

Return this form with the applicant information.

HR 07/09

## Typical Interview Question Styles

Questions used in interviewing usually follow a style of interviewing. Multiple styles can be incorporated into the interview format to obtain the best results based on the position. Some common styles include:

Direct Question is used when a direct answer is wanted such as dates of employment, reason for leaving, explanation of employment gaps, or to verify information.

Behavior Interviewing is based on the philosophy that past behavior is a good indicator of future behavior. Behavior interview questions rely on the applicant giving an actual situation from the past related to the question and then providing the task he/she was responsible for completing, the actions taken and the result. The interviewer must be skilled in probing questions or follow-up questions to ensure an actual scenario is given rather than theory or what they would do in this type of situation. With this style, the interviewer probes until a situation, task (responsibility), action and result is conveyed.

Situational Interview offers the opportunity to observe a certain aspect of the job. A candidate might be given a tour of the workplace to see the work area or duty and then asked to evaluate that in terms of interest or ability to perform those duties or work in an area. NSU does not want an applicant to perform actual job duties during the interview.

Stress Interview is an approach that is used to test an applicant's ability to handle workday stressful conditions. It is designed to put stress in context similar to work. This style asks a question that is unexpected and requires one to remain calm, listen and process the question for an appropriate response. The interviewer needs to realize that the very nature of an interview is a stressful situation and this style should only be a small part of an interview when applicable to the job. The Office of Human Resources will guide hiring management in this area.

Non Job-Related Questions should be avoided.

## Sample Interview Format

Applicant's Name \_\_\_\_\_ Position \_\_\_\_\_

Interview Date \_\_\_\_\_ Time \_\_\_\_\_ Person Conducting Interview \_\_\_\_\_

Thank the person for coming in to meet with you. Have a copy of the job description with you to review with the candidate. Give brief overview of the job and NSU. Review any areas where you need more information from the telephone interview. Go over the past employer information and find out why the person changed jobs, get an explanation for any gaps in employment and look for patterns that could be problematic.

Please tell me more about your experience related to this job.

What customer service experience (good or bad) stands out in your mind? Why this one. What could have been done differently?

How have you used a computer and software to perform your job?

Add your behavioral questions.

What will your last supervisor tell us about your attendance? How many days of work did you miss in the last 6 months?

What is your availability?

What is your wage requirement?

Why did you (or do you want to) leave your job?

Why should we select you for this position?

Do you have questions for me?

Give the applicant an idea of what will happen next and when you plan to make a decision. Thank the applicant for his/her time.

Notes:

## Plan Your Behavioral Questions

Information Needed -
Question 1-
Response -
Information Needed -
Question 2-
Response -
Information Needed -
Question 3 -
Response -
Information Needed -
Question 4 -
Response -
Information Needed -
Question 5 -
Response -
Information Needed -
Question 6 -
Response

### Probing Questions

Be prepared to probe deeper to gather additional information. You don't want to pursue every tantalizing morsel of information, however, you do want to pick up on statements the interviewee makes concerning experience where more information would be helpful in evaluating the candidate.

Probing questions:

Tell me more about that situation.

Would you explain that?

What did you do next?

Give me an example.

Why did that affect you in this way?

How would you summarize that?

How did you utilize that?

What did you learn from this experience?

## Sample EVALUATION/CRITERIA FORM

Rate each applicant on each position requirement.

Applicant Name \_\_\_\_\_ Position \_\_\_\_\_

Hiring Manager Name \_\_\_\_\_ Date \_\_\_\_\_

Qualifications and Skills	Rate 1(low) to 5 (high) Add Comments
Required	
Desired	
Total Rating	

Reviewer Comments \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Job-Related Reason for Non-Selection (if applicable) \_\_\_\_\_

07-09

## Reference Information Questionnaire

It is recommended that references be obtained using the EASI on-line system. When ready to obtain reference information, move the candidate to “Request Letters of Recommendation” in the EASI system. This generates an email to the professional references provided by the candidate. When reference givers respond, information is loaded into the EASI system for review.

This form includes all questions from the EASI on-line reference questionnaire. Use this form when checking references via telephone. All prospective employees must have references and a criminal background check completed prior to making a job offer. Completed reference forms must be returned to the Office of Human Resources, and are confidential documents. Once a final candidate is identified, move that applicant to “Recommend for Hire” in the EASI system. This will initiate a criminal background check. Once this is complete, an email from the EASI system or Director of Human Resources will advise of approval to “Make Job Offer.” All job offers are conditional until a certified college transcript is received when a degree is required for the position.

Please print this form on one page, front and back.

<b>Candidate Name</b>	<b>Position Applied To</b>	
<b>Name of Reference Provider</b>	<b>Contact Information</b>	<b>Date of Reference</b>
<b>Do you decline to submit a recommendation on this Applicant?</b>		

### Applicant Information

<b>How long have you known the candidate and in what capacity?</b>
<b>Please comment on the candidate's interpersonal skills and effectiveness.</b>
<b>What examples of situations have you observed involving interaction with others? (student, faculty, staff, administration and community)</b>



<b>What do you consider to be the candidate's major strengths?</b>		
<b>What do you consider to be the candidate's major weaknesses? Have you seen growth or an attempt to improve in these areas?</b>		
<b>What characteristics does the candidate possess that make him/her uniquely qualified for this opening?</b>		
<b>Please give me your impression of the candidate's work ethic, honesty, and professional behavior.</b>		
<b>Why do you think the candidate is interested in our position?</b>		
<b>Are you aware of any reason why this candidate should not be hired?</b>		
<b>Comments</b>		
<b>If given the opportunity, would you hire this individual?</b>		
<b>May we contact you if we have other questions?</b>		
<b>Name of Person Checking Reference</b>	<b>Department</b>	<b>Date of Reference</b>

Sample

## Call to Candidate Form

(Following Receipt of EASI notification to Make Job Offer/Generate PAF)

Position \_\_\_\_\_

Candidate's Name \_\_\_\_\_

Position Offered \_\_\_\_\_

Thank candidate for the time spent looking at this employment opportunity. Let them know we are impressed with him/her and would like him/her to join our team.

1. We are pleased to offer you the position title. (specifically name position) This job offer is conditional pending receipt of an official college/university transcript (when required for the job.)

2. Your compensation if you take this position will be \$\_\_\_\_\_. (specify per month, per year, hourly)

3. As applicable, your generous benefit package will include the opportunity for: (health, dental, life and long-term disability insurance, vacation, holiday, personal leave, retirement, flexible spending account, discounts, deferred annuity plan, athletic events and recognition programs.)

4. Your hours of work in this position will be\_\_\_\_\_. (days of week and hours of day)

5. What questions do you have for me?

6. If position is accepted, let the applicant know when you would like him/her to start and where to report.

7. Give the person a good idea of what to expect when they first start. Let them know about New Hire Orientation.

Accepted Offer  Start Date/Time\_\_\_\_\_

Declined Offer  Reason\_\_\_\_\_

Comments \_\_\_\_\_

Hiring management making call \_\_\_\_\_ Date \_\_\_\_\_