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Introduction

Purpose
The Staff Hiring Manual is intended to guide hiring managers and search committee members with the recruitment, selection, and appointment of all positions while complying with all statutory requirements relating to filling vacant positions. Clear and concise guidelines are provided to simplify the hiring process and enable the hiring managers and search committee members to hire the best qualified person available.

All hiring managers and search committee members shall follow the guidelines as stated in this manual and take steps to meet our commitment to equal opportunity. All employees accepting the role to participate in the hiring process shall recruit and recommend for hire all persons on the basis of valid job related criteria and without discrimination.

The Office of Human Resources is available to assist you and answer any questions regarding the contents of this manual.

The College reserves the right to revise, modify, delete, or add to any and all policies and procedures stated in this manual or in any other document. This manual supersedes all previously issued versions.
Responsibilities
Office of Human Resources
The Office of Human Resources is responsible for the oversight of the employment process and for ensuring compliance with all federal and state regulations and College policies and procedures. The Office of Human Resources provides support and guidance to hiring managers in the recruitment process with respect to development of selection criteria and attracting a diverse pool of applicants.

Hiring Manager
The hiring manager is the individual to whom the position reports, or his/her designee. They have the authority to select committees and to make hiring recommendations to aid in the decision regarding selection of the final candidate. They may make other decisions related to assigning roles and responsibilities to other employees during the recruitment process. Final recommendation remains with the highest authority of the department/division.

Search Committee Chair
The search committee chair is responsible for facilitating the search. The search committee chair facilitates administrative support and acts as liaison between the Office of Human Resources, the hiring manager, search committee members, and others involved in the recruitment process.

Search Committee Member
The search committee member is an appointed individual who participates in the search process by making recommendations regarding selection of the final candidate(s).

College President
The President of the College or the President’s designee(s) is (are) authorized to employ, set the terms of employment, terminate, suspend, and otherwise make personnel decisions concerning personnel for Board approved Staffing Plan and temporary positions. No employee of the College other than the President has any authority to make oral or written representations or agreements with any employee for employment for any specified length of time or for employee benefits.

College Staffing Plan
The Staffing Plan is the official document listing position titles, employees, and salaries for each fiscal year. It is prepared annually by the staff of the Office of Human Resources during the budget process and is presented for approval to the Board of Trustees with the budget. The Staffing Plan is compatible with Board-approved Wage and Salary Administration policies.

The Staffing Plan is not a contract between the College and any person listed on it, and neither the Staffing Plan nor any action taken by the Board of Trustees concerning it should be considered creating contract rights, expectations of continued employment, or a property interest for any person listed in the Staffing Plan.

Full-time Temporary Positions
Full-time temporary (unbudgeted) positions are not included in the Board approved Staffing Plan and approvals are granted on a case by case basis. These positions are listed as temporary assignments with end dates not exceeding August 31 of the applicable fiscal year. Salary ranges for full-time temporary positions are determined by the Director of Human Resources to ensure alignment with existing positions. Full-time temporary positions are contingent on availability of funds, the need of the department, and final approval by the College President.

To continue a full-time temporary assignment of a current employee, the hiring manager must submit a completed Notice of Employment form to the Office of Human Resources prior to the assignment start date. If
the department does not have fund availability to continue the assignment or no longer requires the services, the hiring manager must inform the Office of Human Resources via email to HR_Staffing@southtexascollege.edu so that the employee is scheduled for an exit interview.

**Grant Funded Positions**
Grant funded employees, not employed under a letter of appointment, are employed on an as needed, non-contractual, at-will basis with no expectation of continued employment or property rights beyond the assignment, or timeline of the grant. Hiring of positions funded by a grant requires additional approvals.

Grant funded positions are considered temporary assignments with end dates not exceeding August 31 of the applicable fiscal year. Salary ranges for grant funded positions are determined by the Director of Human Resources to ensure alignment with existing positions. Continuation of a grant position is contingent on funding from the agency that awarded the grant.

To continue a grant funded assignment of a current employee, the hiring manager must submit a completed Notice of Employment form to the Office of Human Resources prior to the assignment start date. If the extension of the grant is not awarded, the hiring manager must inform the Office of Human Resources via email to HR_Staffing@southtexascollege.edu so that the employee is scheduled for an exit interview.

**Hiring Under the Age of 18**
South Texas College does not hire employees under the age of 18 years of age as the College does not monitor or regulate child labor. The Fair Labor Standards Act (FLSA) along with state and local laws restricts the hours and conditions of employment for minors. Due to restrictions, employment of minors can be complex. The regulations vary depending upon the particular job involved. Also, the FLSA generally prohibits the employment of a minor in work declared hazardous or being around hazardous materials by the Secretary of Labor (for example, from science labs to Custodial department’s hazardous cleaning chemicals).
Equal Education and Equal Employment Opportunity
South Texas College is an equal education and equal employment opportunity/affirmative action employer. As an equal education institution and equal opportunity employer, the College does not discriminate on the basis of race, color, national origin, religion, age, sex, sexual orientation, gender, gender identity, disability, genetic information, or veteran status. Discrimination is prohibited and the College will comply with all applicable College policies, and state and federal legislation. This policy extends to individuals seeking employment with and admission to the College.

As an equal opportunity employer, the College will appoint employees in full compliance with existing laws. Qualification guidelines for all positions will be published by the Office of Human Resources and shall be applied consistently and fairly to all applicants. "Qualified" is defined as having the requisite education, training, and/or skills required of the position as defined in the approved job announcement. The College shall actively seek to increase the number of minority personnel, as defined by the U.S. Equal Employment Opportunity Commission, through recruiting and other similar activities.

The College shall actively seek to increase the number of minority personnel, as defined by the U.S. Equal Employment Opportunity Commission, through recruiting and other similar activities.

South Texas College seeks to fill each vacant position with the best qualified person available without regard to race, color, national origin, religion, age, sex, sexual orientation, gender, gender identity, disability, genetic information or veteran status and to comply with all statutory requirements relating to filling such vacant positions.
Process Overview

Hiring Process

Position Management
- Job Description
- Position Request
- Classification
- Creation and Approval of Position Request
- Position Description

Applicant Tracking
- Posting a Position
- Posting Guidelines
  - Posted
  - Extended
  - Rejected
  - Cancelled
- Recruitment
  - Advertising
  - Career Fairs
- Human Resources Application Review

Search Committee
- Search Committee Guidelines
- Building a Diverse Search Committee
- Assigning the Search Committee Chair
- Duties of the Search Committee Members
- Search committees for Executive and Administrative positions
- Screening and Evaluating Applicants

Interview Process
- Regular Staff
  - Guidelines for Conducting an Interview
  - Developing Appropriate Interview Questions
  - Interviewing Protected Class Candidates
  - Interviewing Protected Class Candidates
- Executive & Administrative
  - On-Campus Forums/Interviews

Extending an Offer of Employment
- Letter of Appointment

Hiring Proposal
- Hiring Proposal Guidelines
- Hiring Proposal Approvals

Reference Checks
- Reference Checks

Closing the Search
- Filing a Posting
- Notification to Applicants
- Documenting the Search
### Search Checklist

<table>
<thead>
<tr>
<th>Completed</th>
<th>Task</th>
<th>Responsible Party(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Initiate process by completing and submitting a Staff Position Request form, job description, and Staff Search Committee Request form.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Prior to submitting a Staff Search Committee Request form, the hiring manager must verify that all search committee members will be eligible, committed, and available to serve on the search committee.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review and update job description for position request.</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Position request is created and routed approvals.</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Position is posted on the South Texas College website for a minimum of fifteen (15) calendar days.</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Identify advertising sources that aid in assuring a strong and diverse applicant pool. Advertising sources are routed for approval before placement. (Advertising approval may take place multiple times during process.)</td>
<td>Human Resources, Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Place all advertisements.</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Applicants apply online for positions.</td>
<td>Applicants</td>
</tr>
<tr>
<td></td>
<td>Applications are reviewed for completeness and to ensure minimum qualifications are met. Applications of qualified applicants are released to the hiring manager for review.</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Staff Search Committee Request form is requested from hiring manager, if needed.</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Search committee is assigned and hiring manager and search committee members are sent an email informing them that the posting is ready to be screened.</td>
<td>Human Resources</td>
</tr>
</tbody>
</table>
Develop a set of position specific interview questions to be consistently used when interviewing all potential candidates. 

Human Resources may be contacted for review and recommendations of interview questions.

Review and evaluate applications based upon established job-related criteria.

The status of each applicant must be transitioned from “Under Review by Dept.” to one of the following statuses:

- “Selected for Interview”
- “Not Interviewed, Not Hired”

Invite candidates for interview, conduct interviews using position specific interview questions, and document candidate responses.

All search committee members must sign a Search Committee Confidentiality Agreement.

Select the most qualified candidate based upon established job-related criteria for recommendation.

The status of each candidate must be transitioned to their final workflow state from “Selected for Interview” to one of the following statuses:

- “Recommended for Hire” (multiple candidates may be selected only if multiple positions are listed under one posting)
- “Alternate Finalist” (an alternate may be selected in the event the recommended candidate is not approved or declines the offer)
- “Second Alternate” (optional)
- “Interviewed, Not Hired” (select this option for candidates that were interviewed but not hired)
- “Not Interviewed, Not Hired” (select this option for candidates that declined the interview or failed to keep scheduled appointment)

Perform at least three professional reference checks and document responses.

Prepare a letter of recommendation (memorandum) for the recommended candidate.

Prepare and digitize (scan) the following hiring proposal documents into separate files:

- Letter of Recommendation
• Three professional reference checks
• Search Committee Confidentiality Agreement
• Interview questions

Provide the digitized hiring proposal documents to Hiring Manager.

☐ Initiate the hiring proposal and upload the hiring proposal documents. 

Hiring Manager

Route the hiring proposal for approval. The hiring proposal will be routed through the workflow.

☐ Extend and document formal offer of employment to recommended candidate.

Human Resources

☐ Notify Hiring Manager, Dean/Director, and Vice President that offer of employment was accepted and provide first date of employment.

Human Resources
## Hiring Proposal Checklist

<table>
<thead>
<tr>
<th>Completed</th>
<th>Task</th>
<th>Responsible Party(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Initiate process by changing the role to “Supervisor”.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>On the default (Summary) tab of the posting, find the Banner Position Number field and take note of the number(s) listed as a hiring proposal must be created for each Banner position number.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Verify all applicants have been transitioned to their final workflow state. (Transitions must be completed by the search committee chair prior to the hiring proposal being initiated.)</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>From the list of applicants, select the recommended candidate by clicking on their last name. For postings with multiple Banner position numbers, this step must be completed for each Banner position number assigned to the posting.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Under the “Take Action on Job Application” button, select the “Start Staff Hiring Proposal” button to initiate the hiring proposal.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>In the search bar, enter the Banner position number and click on the search button. Ensure the Position Description Title displayed matches the position title for which you are hiring for and click on the Select Position Description button. This will direct you to the hiring proposal.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Only one hiring proposal may be created for each Banner position number. Failure to select the correct banner position number will result in rejection of the hiring proposal(s).</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>The following fields must be populated on the first page of the hiring proposal:</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>- Candidate Information section:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Responsible Committee Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Responsible Supervisor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Hiring Information section:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reason for Recommendation (optional)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Orientation Date (desired orientation date)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Start Date (desired start date)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• STC Home Organization Code</td>
<td></td>
</tr>
<tr>
<td></td>
<td>After all fields have been populated, select the Next button. (Next will save any changes)</td>
<td></td>
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The following documents must be uploaded on the second (Hiring Proposal Documents) page of the hiring proposal:
- Search Committee Confidentiality Agreement
- Letter of recommendation
- Interview questions for all interviewed from all search committee members
- Three professional reference checks

After all documents have been uploaded, select the Next button. (Next will save any changes)

Review the hiring proposal on the summary page. Approve the hiring proposal by hovering over the “Take Action on Hiring Proposal” button and select the Regular Hiring (move to Financial Manager) option for regular positions or the Grant Hiring (move to Grant Manager) option for grant positions.

The financial manager or grant manager will then receive an email notifying them that a hiring proposal is pending their approval.

The hiring manager may also be the financial manager. If so, change the role from “Supervisor” to “Financial Manager” to approve.

The hiring proposal will be routed for the remainder of approvals. Once the final approval from the College President has been obtained, an offer of employment will be extended to the candidate and the hiring manager will be notified of the candidate’s decision via email.

If the hiring proposal is declined at any point or if the candidate declines the offer of employment, the search committee chair has the option to move an alternate finalist to “Recommend for Hire” status and inform the hiring manager to begin the hiring proposal.

If an alternate finalist was not selected, the hiring manager may request the position be canceled and reposted via email to the Office of Human Resources at HR_Staffing@southtexascollege.edu.
Position Management

Position management is a comprehensive process used to define, create, and update positions. The management of positions is a joint effort between the hiring manager and the Office of Human Resources personnel. The Office of Human Resources personnel have the experience and expertise to assist the hiring manager create and modify both job and position descriptions that best fit the department’s and College’s needs.

Job Description

A job description must be created for Staffing Plan, full-time temporary, and grant funded positions. Developing a full and accurate job description is crucial to the hiring process. A well-written job description summarizes the important duties and responsibilities, minimum requirements, required skills, and working conditions. The job description serves as a tool for classification, recruitment, performance evaluations, training, and legal requirements for compliance.

All job descriptions must be reviewed and approved by the Office of Human Resources.

Position Request

A Staff Position Request form and job description must be sent via email to the Office of Human Resources at HR_Staffing@southtexascoc.edu. The Office of Human Resources will review all documents submitted for accuracy and to identify and/or verify the position’s classification and exemption status. The Office of Human Resources will contact the hiring manager to discuss any revisions, if needed.

Classification

Classifications (titles) represent categories of jobs that are fundamentally similar in their duties, responsibilities, compensation details, and other aspects. Classifications encourage uniformity and equity in organizing positions by providing a common reference across the institution. They contain the official title, duties and responsibilities, pay grade, employee class, and Fair Labor Standards Act (FLSA) status of each position.

Classification helps the institution in its recruitment and performance management process. The Office of Human Resources manages the title classification library to allow users to easily create and modify position descriptions for review and approval.

Creation and Approval of Position Request

Position requests are processes for creating or updating position descriptions. Position requests use a true workflow, a process that require approvals from multiple user groups (Hiring Manager, Position Control, Budget Control, Vice President, President), depending on the nature of the request.

The Office of Human Resources initiates the position request based on the information from the Staff Position Request form and job description.

Pre-screening (supplemental) questions may be used to filter through applicants that do not meet the minimum requirements. Pre-screening (supplemental) questions are used to assist in obtaining a pool of qualified applicants.

The position request is then routed for approvals. Once all approvals are obtained, the applicant tracking system will automatically create a position description.
Position Description
A position description is the orderly record of duties and responsibilities of specific jobs. Position descriptions are used to classify and evaluate jobs, as well as to place and organize employees. Position descriptions are designed to facilitate the complex relationships between seated positions, job postings, hiring proposals, and performance evaluations.

Upon creation of the position description, the Office of Human Resources will proceed to post the position.
Applicant Tracking

Posting a Position
The Office of Human Resources will prepare a job posting from the position description and post the position.

Posting Guidelines

Posted
All Staffing Plan, full-time temporary, and grant funded positions must be advertised on the South Texas College website for a minimum of fifteen (15) calendar days or longer depending on the difficulty of securing an adequate pool at the request of the hiring manager.

All postings for which a paid advertisement is placed must be open for recruitment for no less than twenty (20) calendar days to ensure appropriate time for response from the public.

Extended
Postings are extended:

- when there is not an adequate pool of applicants
- when there is not an adequate pool of qualified applicants
- at the discretion of the hiring manager

Postings are only extended if the search committee has not been assigned.

Reposted
Postings are reposted:

- when there is not an adequate pool of applicants
- when there is not an adequate pool of qualified applicants or candidates

Postings are reposted after the search committee has been assigned for a minimum of fifteen (15) calendar days.

Requests to repost or extend postings must be submitted via email along with a justification by the hiring manager to the Office of Human Resources at HR_Staffing@southtexascollege.edu. All requests will be reviewed for approval by the Office of Human Resources.

Canceled
Postings are canceled:

- if changes occur after the posting has been initiated
- if funding source is no longer available
- if an individual who accepts to serve as a search committee member wishes to become an applicant, the posting must be canceled and reopened with a new search committee

Refer to Documenting the Search section for information on how to proceed.

Recruitment

Advertising
To attract a broad range of qualified applicants, the Office of Human Resources uses a variety of sources to publicize position vacancies including the South Texas College Careers website and external recruitment sources.
Job postings are advertised in local newspapers depending on the location of the position.
- All job postings are advertised in The Monitor newspaper.
- Job postings for positions located at the Starr County campus are advertised in the Starr County Town Crier newspaper.

Job postings for executive, administrative, and certain professional/technical support positions may be advertised nationally on the external recruitment sources listed below. Please contact the Office of Human Resources for review of eligibility and appropriate advertising sites.
- HigherEdJobs
- Inside Higher Ed
- The Chronicle of Higher Education

The hiring manager may identify and recommend additional recruitment sources that are relevant to the available job posting. This may include internet job boards, publications, and professional journals/periodicals. All recommendations must be submitted via email to the Office of Human Resources at HR_Staffing@southtexascollege.edu for review, approval, and processing.

The Office of Human Resources is the sole department authorized to advertise on all recruitment sources including internet job boards, publications, professional journals/periodicals, and professional and social media networks.

**Career Fairs**
The Office of Human Resources participates in a variety of career fairs and additional recruiting events to identify applicants.

**Human Resources Application Review**
The Office of Human Resources reviews and processes all incoming applications by reviewing the resumes, cover letters, and transcripts to ensure completeness of the applications and to ensure that applicants meet the minimum requirements of each posting. Once all applications are reviewed, they are placed under one of the following workflow states:
- **Under Review by Human Resources** - The default workflow state for all incoming applications. Applications previously reactivated and resubmitted within the two (2) business days are also placed in this workflow state. Applications under this workflow state are only available to the Office of Human Resources.
- **System Determined Not Eligible** - Applications eliminated by the system that do not meet the pre-screening requirements of the position are placed in this workflow state and are not made available to the appropriate hiring manager for further review.
- **Human Resources Determined Not Eligible** - Applications are placed in this workflow state for one or more of the following reasons:
  - not meeting the criteria set forth in Board Policy 4210
  - not meeting the criteria set forth in Board Policy 4211
  - not meeting the minimum requirements of the position
Applications placed in this workflow state and are not made available to the appropriate hiring manager for further review.
- **Reactivated** - Applications missing documents, application information, and/or have exposed sensitive information are placed in this workflow state. Applicants are sent an email notification and will have two (2) business days to resubmit their application.
- **Incomplete** - Applications are placed in this workflow state for one of the following reasons:
  - applications previously reactivated and not resubmitted within the two (2) business days
  - applications previously reactivated and resubmitted incorrectly
• applications submitted after the posting deadline (11:59 p.m.)
Applications placed in this workflow state and are not made available to the appropriate hiring manager for further review.
• **Under Review by Department** - Applications meeting the minimum requirements of the position are placed in this workflow state and are made available to the appropriate hiring manager for further review.

Once all applications have been placed in the appropriate workflow state, the posting is moved to "Closed/Removed from Web" status.

Search committee members will be able to view applications once assigned to the posting.
Search Committee

South Texas College institutes the hiring process by means of a search (interviewing) committee. A search committee must be formed for all Staffing Plan, full-time temporary, and grant funded positions.

It is important for every member of the search committee to thoroughly understand the requirements of the position to be filled, the needs of the department, College policies and procedures regarding equal employment opportunity, and the mission of the College in order to assure the prospect of a successful search.

A search committee is an appointed group of individuals whose purpose is to:

• Review application materials for a position
• Select qualified candidates for interview
• Conduct interviews and identify the best qualified candidate(s) for potential employment
• Complete the required documentation of the candidate screening and interview process

The objectives of the search committee process are to:

• Recruit and recommend for hire the best qualified candidate(s) for the position
• Provide an equal opportunity for consideration to all qualified and interested persons
• Consistently comply with federal and state regulations and College policies and procedures

Helpful tips and reminders for search committees:

Consult: To ensure federal and state regulations and College policies and procedures are followed; hiring managers and search committee members may consult with the Office of Human Resources as needed throughout the hiring process.

Maintain Confidentiality: Confidentiality preserves the integrity of the hiring process and protects the privacy of the applicants. Search committee members must be committed to maintain confidentiality throughout the hiring process (before, during, and after). Identities of applicants, applicant rankings, number of applicants, the number to be interviewed, the quality and abilities of applicants, any information regarding deliberations of the committee, statements made by any participants, or any other matters should not be discussed with anyone outside of the committee with the exception of administrators, those directly involved in the search process, or the Office of Human Resources. Applicants and others outside the search committee must be advised that search committee members must maintain confidentiality of the hiring process. The College maintains a fair and equitable hiring process and shall not subject itself to any violation of this confidentiality in the form of discrimination.

Avoid Conflicts of Interest: It is important to avoid potential conflicts of interest when selecting members of the search committee and also when confronted with situations with individual applicants. Search committee members should not be related to, or be engaged in business ventures with persons who are applicants of the vacant position. A search committee member having a relationship with an applicant that creates a conflict of interest, or creates the appearance of a conflict of interest, must recuse themselves from the committee. An individual who accepts to serve as a search committee member cannot become an applicant for the posted position unless the posting is canceled and reopened with a new search committee.

Applicant Inquiries and Contact: Search committee members should not conduct any type of background check or inquiry on an applicant including conducting online search of applicants or asking people who may know an applicant for information or opinions about the applicant.
Search Committee Guidelines

- The search committee may consist of three, five, or seven members following the guidelines listed below; additional members may be assigned for Administrative or higher classifications.
  - If the search committee consists of three members, then at least one shall be from a different department or division (used primarily for Classified positions)
  - If the search committee consists of five members, then at least two shall be from different departments or divisions (used primarily for Professional/Technical Support positions)
  - If the search committee consists of seven members, then at least three shall be from different departments or divisions (used primarily for Administrative or higher positions) (Executive positions and most administrative positions are subject to on-campus forums/interviews. Please refer to the section “On-Campus Forums/Interviews” for additional information)
- The hiring manager may serve as a search committee member or search committee chair; if the hiring manager does not serve as search committee chair, they may designate a search committee member to serve as search committee chair.
- The search committee chair must be selected from a Professional/Technical Support or higher classification.
- Prior to submitting a Staff Search Committee Request form, the hiring manager must verify that all search committee members will be eligible, committed, and available to serve on the search committee.
- Once a search committee has been assigned, changes to search committee members are allowed only in the event of an extenuating circumstance. Justification must be provided via email to the Office of Human Resources at HR_Staffing@southtexascollege.edu for review and approval. All requests will be reviewed for approval by the Office of Human Resources. If the request is approved, a Search Committee Confidentiality Agreement must still be signed by the original search committee member being replaced and submitted via email to the Office of Human Resources at HR_Staffing@southtexascollege.edu.

Building a Diverse Search Committee

A committee composed of diverse members can benefit from the variety of perspectives and new ideas each member provides. Think broadly and creatively about building a diverse committee in terms of including underrepresented or minority groups on the search committee and including representation from departments outside of your respective department or division. This is highly recommend as a means of increasing the diversity of committee membership—but should not be regarded as the only means of doing so.

The perspectives and experiences of diverse committee members can enhance efforts to recruit applicants and evaluate candidates. Every member of the committee needs to be responsible for conducting fair and equitable evaluations.

Guidelines for the search committee must be followed to ensure that interviews are fair and consistent, and all selections are recommended without biased or discriminatory choices.

Assigning the Search Committee

The Office of Human Resources will review the Staff Search Committee Request form to ensure the search committee guidelines are met and to ensure that there are no conflicts of interest between applicants and members. If search committee guidelines are not met and/or if there is a conflict of interest, the form will be returned for revision.

Once the Staff Search Committee Request form has been approved, the Office of Human Resources will assign the search committee members to the posting. An email will then be sent to the search committee members.
and hiring manager informing them that the posting is ready to be screened along with instructions on how to proceed.

If the Staff Search Committee Request form has not been submitted by the hiring manager, an email is sent to the hiring manager requesting the form.

**Duties of the Search Committee Chair**

- Provide leadership to the search committee members and manage the search process to ensure it is efficient, effective, and accountable;
- Serve as liaison between the search committee and the hiring manager;
- Call and facilitate meetings; inform the search committee members of their role in the search process;
- Develop committee members’ assignments, and delegate tasks;
- Develop evaluation criteria and screening methods based on the qualifications of the position
- Ensure that records, interview, and other evaluation materials of search committee meetings are documented and maintained;
- Communicate with the hiring manager and/or hiring officials (director, dean, vice president) to keep them informed of the status of the search;
- Perform the duties of a regular search committee member;
- Perform other duties as requested by the hiring manager.

**Duties of the Search Committee Members**

- Participate fully and consistently in search committee meetings;
- Review applications and supporting documentation;
- Screen applicants according to the selected evaluation criteria;
- Participate in the interview process;
- Perform reference checks (as directed by the search committee chair);
- Maintain confidentiality about applicants and search committee proceedings;
- Give fair consideration to all applicants;
- Perform other duties as assigned by the search committee chair.

**Screening and Evaluating Applications**

The objective of this process is to select the best qualified applicants for interview. The screening process begins with an analysis of the application and supporting documentation submitted by applicants in response to the job posting. Applicants should be evaluated against the job description or job specifications and not against other applicants. The search committee members are responsible for selecting candidates for interview who meet all the minimum requirements listed on the job posting.

To evaluate applicants consistently, the selection and evaluation criteria and screening tools (skills assessments, standardized tests, presentations, etc.) should be agreed upon by the search committee members prior to the receipt of applications. All search committee members should understand and endorse the qualifications expected of applicants, as well as the standards for evaluating applications.

The search committee must be able to support its decision to interview selected candidates. The reasons an applicant was selected for an interview must be specific and relate to the qualifications of the position rather than simple note generalizations such as “met screening criteria” or “best candidate”. The responses to evaluations from search committee members become permanent records should the hiring process be challenged.

Be aware of unconscious biases that may impact an applicant’s evaluation. Unconscious bias are unconscious feelings we have towards other people that play a strong part in influencing our judgment of certain people...
and groups. These may include gender, racial, college, similarity, conformity or beauty biases. If, for any reason, you feel you cannot treat any of the applicants in an unbiased manner, you must recuse yourself from the committee.

In the evaluation process, it is vital to eliminate any stereotypical ideas based on an applicant's race, color, national origin, religion, age, sex, sexual orientation, gender, gender identity, disability, genetic information, veteran status, disability, pregnancy, and marital or parental status. Applicants with disabilities must be evaluated in terms of the requirements of the position, with thought given to reasonable accommodations, if necessary, that may enable the applicant to perform the responsibilities of the position. If there are questions about whether an accommodation is reasonable, please contact the Office of Human Resources.
Interview Process

The primary factor in preparing for interviews is to make certain that a careful evaluation of the applicant’s education, experience, and minimum qualifications for the job has been completed prior to the interview.

The purpose of the interview is to collect additional information on the candidate’s job related knowledge, skills, and abilities that would be helpful in selecting the individual most likely to succeed on the job. The validity of the interview is based on the extent to which it predicts job success.

It is important to give the interviewee a realistic and positive impression of the position, department, and College. The guidelines below will assist you in developing an atmosphere conducive to a productive interview.

Guidelines for Conducting an Interview

Before the interview:
- Structure the interview in which each candidate is asked a predetermined set of questions and all are measured against the same criteria;
- Review the job description and job specifications in order to tailor the interview to elicit relevant information;
- Develop and ask a variety of questions, including direct, indirect, open-ended, and situational questions;
- Give candidates adequate advance notice to prepare for the interview;
- All search committee members must sign the Search Committee Confidentiality Agreement.

During the interview:
- Greet the candidate and establish rapport;
- Remember that search committee members are representing the College to the candidates chosen for interviews;
- State the purpose of the interview: to gather pertinent information in order to make a selection decision and answer the candidate’s questions related to the job;
- Explain the interview process to the candidate and share pertinent background information about the position and the College;
- Ask each and every candidate the same questions even if a search committee member has previous knowledge of the candidate;
- Candidates must be evaluated against the job description or job specifications and not against other candidates;
- Do not be apprehensive about silences (sometimes candidates bridge a silence with additional information that turns out to be quite significant to you; silences can be beneficial as long as they do not become a battle of nerves between the interviewers and the candidate);
- It is required that search committee members record candidate’s answers to interview questions and the questions that the candidate asks, noting any relevant observations during the interview. All statements must be related to the position; avoid writing anything personal or derogatory as these statements and responses to the candidate’s interview questions become permanent records should the hiring process be challenged;
- Questions from candidates regarding salary placement during or after the interview should be responded to with “if qualifications are met, the minimum salary begins at $_____. Salary is placed based on education and experience.” Final salary determination is made after the Director of Human Resources reviews the application of the recommended candidate during the hiring approval process;
- Questions from candidates regarding appointments and benefits (health insurance, leave, and retirement) information should be referred to the Office of Human Resources;
- Search committee members must not give assurances of a job, job security, implied contracts, or continued employment;
• It is recommended to inform candidates that their references may be contacted. This is especially important when contacting the candidate’s current employer and references as it may impact their current position;
• Outline what will happen next including the hiring approval process, approximate timeframe, how to review the status of the posting, and that all communication will be delivered by the Office of Human Resources.

After the interview:
• Reconvene and evaluate the results of the interviews to assess the candidates against the previously selected evaluation criteria and to select the best qualified candidate(s) and/or alternate(s);
• Change the status each candidate to their final workflow state;
• Perform at least three professional reference checks and document responses;
• Prepare a letter of recommendation (memorandum) for the recommended candidate;
• Prepare, digitize (scan), and provide the hiring proposal documents to the Hiring Manager;
• Initiate the hiring proposal and route for approvals.

Developing Appropriate Interview Questions
Using the job description as a guide, develop interview questions based on the knowledge, skills, and abilities necessary to successfully carry out the duties and responsibilities of a position. Questions regarding basic workplace competencies, work ethic, decision making, problem solving, and interpersonal skills that indicate a person’s professional character are also appropriate and may be included. Also include questions that elicit more than a “yes” or “no” response such as open-ended and situational questions. When developing interview questions, use words or phrases such as why, how, what, and describe, or tell us about as these words or phrases will yield more complete answers than leading questions which prompt or encourage a particular answer.

It is imperative that all questions be work or job related. Do not, absolutely under any circumstances, ask any personal questions. Please refer to the section “Interviewing Protected Class Candidates” for additional information.

Inappropriate Interview Question Topics
• Race, ethnicity, or color
• Religion
• Gender or sex
• Country of national origin or birth place
• Citizenship or work authorization
• Disabilities
• Age
• Marital or family status or pregnancy
• Health issues
• Military
• Convictions, arrests and court records

If the candidate raises questions related to the topics shown above during or after an interview, please refrain from responding and kindly ask that they contact the Office of Human Resources.

Appropriate Interview Questions
Refer to Appendix C for sample interview questions.
Interviewing Protected Class Candidates

As already indicated, questions related to race, color, national origin, religion, age, sex, sexual orientation, gender, gender identity, disability, genetic information, or veteran status are inappropriate and violate state and federal employment laws when interviewing candidates for positions. Common sense, common courtesy, and a professional approach are the cardinal rules for successful interviewing as evident in the preceding sections; however, in order to ensure that you are conducting a nonsexist and nonracist interview, you should remember to:

- Ask the same general questions and require the same standards for all candidates;
- Treat all candidates with fairness, equality, and consistency;
- Follow a structured interview plan that will help achieve fairness in interviewing.

In other words, treat women, men, and minority candidates in the exact same way. Discriminatory behavior is improper, even when it is not intended. The appearance can be as important as the reality. The fact that you ask certain questions not related to the job wouldn't necessarily show that you mean to discriminate, but such questions can be used, and have been used, in a discriminatory way.

The following guidelines will assist you in ensuring that no federal or state equal opportunity laws are violated during the interview:

- Ask questions that are relevant to the job itself rather than personal. Do not inquire into:
  - Marital status or non-marital arrangements;
  - Whether the candidate's spouse does, how much they earn, whether they are subject to transfer, how they feel about the candidate working or traveling;
  - Whether the candidate has children (or plans to), how many, and their ages.
  You may cite the hours required of the position and ask if they will have difficulty meeting them. For example, you may say “Our office hours are 8:00 a.m. to 5:00 p.m. Will you have difficulty meeting those hours?” If the candidate brings up an issue they may foresee with scheduled hours, you may refer them to Board Policy 4510 Hours of Work.
- Be professional and consistent in addressing candidates. If using first names, do so for all candidates. If not, then be sure to address all candidates by their preferred professional title, and a similarly appropriate title for the person to whom they are being introduced.
- Patronizing behavior and/or making sexual or other inappropriate jokes during the interview is prohibited.
- Avoid bringing up stereotyped prejudices in planning and conducting the interview for each candidate. Do not make assumptions based on their gender, ethnicity or other protected class attributes as to what duties they would be well suited for or comfortable performing.
- In making a selection or recommendation, avoid making assumptions such as the following:
  - Hiring managers might prefer employees of a certain gender or ethnic/racial origins;
  - Students might not want to deal with women or minorities;
  - Coworkers might object;
  - Their work might lack credibility based on their protected class status;
  - The job might involve travel, or travel with the opposite sex or members of certain ethnic/racial backgrounds that would disqualify the candidate;
  - The job might involve unusual working conditions that would disqualify the candidate.
- Do not place undue emphasis on conditions of employment (such as travel, heavy lifting, long hours, etc.) in the hope of discouraging the candidate and getting them to withdraw from consideration. It is for the candidate, not the employer, to decide whether he or she wants the job - based, of course, on a clear, honest explanation of what the conditions are.
- If asked, give accurate information about the number of women or minority employees already in the department.
• If you’re going to discuss the town or city, mention everything and do not try to overemphasize the town’s aspects as a family place in which to live and bring up children. Mention the town’s closeness to the seacoast, urban areas, or whatever is relevant.

• Do not indicate that you’re interested in hiring a woman or minority person as a statistic to improve your department’s Affirmative Action/Equal Employment Opportunity profile. It’s unlawful and an insult to apply different standards based on a candidate’s sex or minority status.

Again, there are so many things not to do or say - what can you talk about? You can discuss:

- The duties and responsibilities of the job;
- The College’s mission, programs, and achievements;
- Career possibilities and opportunities for growth, development, and advancement;
- Where the job is located, travel, mobility, equipment, and facilities available;
- The individual’s qualifications, abilities, experience, education, and interests.

Interviewing Candidates with Disabilities

Candidates with disabilities must be evaluated in terms of the duties and responsibilities of the position, with thought given to reasonable accommodations, if necessary, that might enable the candidate to perform the duties and responsibilities of the position.

The College provides reasonable accommodations for persons with disabilities, both in the interview process and for its faculty and staff. Should the candidate request an accommodation or if you have questions about whether an accommodation is reasonable, please contact the Office of Human Resources. Employers must not ask about a disability during the interview process; however, if a candidate reveals a disability, it is acceptable to ask whether or not the individual is able to perform the essential functions of the job with or without an accommodation.

Search committee members should use consistent interviewing techniques as much as possible. The following guidelines will assist you on making the interview process a comfortable experience for both the interviewer and interviewee:

- Maintain normal eye contact; sit down when speaking to someone in a wheelchair;
- Speak directly to the person with a disability, even if they are accompanied by another person;
- Extend your hand for a handshake as you would normally. Do not be offended if someone with a physical disability does not shake back or offers the left hand or prosthesis as an alternative;
- Do not make assumptions about the severity of a disability or its limitations;
- Speak in a clear, normal tone of voice, unless the candidate requests otherwise;
- If you cannot understand what the candidate is trying to say, ask them to repeat themselves or, if appropriate, write the information;
- As with any candidate, do not end their sentences or rush the interview;
- If information such as a job description or organizational chart is provided during the interview, and a candidate reveals a vision impairment, ask them if they would like the print enlarged. Offer to read the material if it cannot be enlarged or if it is not available in Braille.

If leading someone with a visual impairment on a tour of the department or facility, describe the environment. It is important that you focus on the essential functions of the position when conducting an interview. Remember to avoid making assumptions; a candidate may tell or show you how they can perform the functions that are necessary. Finally, remember to be consistent and relax. If you are comfortable, the candidate will be too and you should have a pleasant interview experience.

For additional information on interviewing candidates with disabilities, please refer to the links below. 
Job Applicants and the Americans with Disabilities Act and Focus on Ability: Interviewing Applicants with Disabilities
Executive and Administrative Hiring

It is the policy of South Texas College to establish executive and administrative hiring guidelines that will provide the College with executives and administrators who can lead, organize, facilitate, plan, and supervise; who understand the needs of staff and faculty; and who value institutional governance based upon a genuine sharing of responsibility with colleagues. Executives and administrators who are hired must be individuals who are sympathetic and sensitive to the ethnic and cultural diversity in the college, and are well prepared by training to respond effectively to the needs of the College.

The hiring guidelines for executive and administrative positions are to assist in ensuring that the college will select individuals who are competent and able to perform the responsibilities that they will be required to assume, including supervision, organizational planning, budget development, and administration.

The hiring guidelines are based on the recognition that responsibility for selecting well qualified individuals requires adequate representation of faculty, administration and/or staff members throughout the hiring process.

Executive and administrative positions may consist of the following interviews:
- Search committee
- Executive panel
- College President
- Board of Trustees (designated positions only)

On-Campus Forums/Interviews

On-campus forums are meetings with various individuals and groups in which they can discuss their views on significant issues related to the position and respond to questions from the audience. The purpose of the on-campus forum is two-fold: to give the campus community a chance to meet and evaluate the candidate, and to give the candidate a chance to decide whether this would be a good place for him or her to work.

On-campus forums are required for all executive positions and most administrative positions. Some administrative positions whose duties do not require college-wide representation or collaboration may be processed without a forum interview with the approval of Office of Human Resources and respective Vice President and/or College President.

In addition to recommending which persons should be brought to campus for interviews, the hiring manager or the assigned search committee is responsible for coordinating department and campus forum interviews during their visits. The hiring manager or assigned designee is responsible for distribution and collection of evaluations from everyone who meets with the candidates or attends a forum. The following guidelines will assist you in coordinating the on-campus interviews:
- One individual or search committee member is appointed to host a given candidate. This includes arranging for the candidate's transportation to and from the airport if applicable, making sure that the schedule moves smoothly and the candidate gets from one place to another on time, and being responsible for moderating the on-campus forum.
- All finalists should follow the same schedule, so that all will be reviewed under the same conditions. This means that any internal candidates should follow the same schedule as the external candidates, except of course for trips to and from the airport.
- All meals, including breakfasts, should be part of the on-campus forum process.

Each candidate invited to interview on campus will participate in the following agenda:
- Meeting with the hiring department;
- Open interviews with all administrators;
• On-campus forum/interviews are open to faculty, staff, and students and are held at the Pecan, Mid-Valley, and Starr County campuses.

Arranging and Publicizing the Visits
Arrangements: The hiring manager should be responsible for arranging visitation dates, temporary parking permits, and food vouchers for each finalist.

Informing the Visitors: The finalists should be informed at the time the visit is arranged that their names and the dates of their visits will be publicized, which means that their candidacy will now become public knowledge. They should also be informed about the general nature of the schedule and specifically about the open forum, as well as about any other meetings for which they may need to prepare in advance. Detailed information pertaining to the college and the community, as well as the department that the position will administer, should be sent to the candidates well in advance of their visits.

Publicity: The College’s Public Relations and Marketing department should be provided with information about the finalists including a brief summary of their vitae, as well as the times and locations of their on-campus forums, for release via faculty/staff news. A strong effort should be made to insure that all members of the college community who may be interested in meeting and hearing the candidate know about the visits and about the on-campus forums.

Preparing for the Visit
Evaluation Procedure: The hiring manager should prepare a simple form with which to obtain feedback from those who meet the candidates or who attend the on-campus forums. A sample of a template form is included in Appendix A. It’s usually sufficient to learn whether the evaluator considers the candidate to be acceptable or unacceptable for the position and, if acceptable, whether the evaluator is strongly impressed or only mildly so. A place for comments on perceived strengths, as well as concerns or drawbacks, should also be provided. Although the forms can be submitted anonymously, it’s helpful to know the general category into which the evaluator falls, such as faculty member, staff, student, etc.

South Texas College encourages all faculty and staff to participate in the on-campus forums to assist in the selection of a candidate.
Reference Checks

Reference checking is a critical part of the hiring process. According to human resources industry experts, one-third of all resumes and applications contain misrepresentations or fabrications.

With this in mind, reference checking is especially important and needed to verify the information candidates have provided is accurate. Refer to Appendix A for the Reference Check Guide for guidelines to assist you in this process, so that a well-informed decision can be made in selecting the most qualified person for your department/division.
**Hiring Proposal**

A hiring proposal is the final step of seating the recommended candidate for hire. Once the identified candidate has been moved to the “Recommend for Hire” status, a hiring proposal is initiated and routed for approvals by the hiring manager.

**Hiring Proposal Guidelines**

The following guidelines are to assist the hiring manager with the hiring proposal:

- The hiring manager is the only user who can initiate the hiring proposal under the “Supervisor” role.
- For postings with multiple Banner position numbers, only one hiring proposal may be initiated for each position number. The Banner position numbers are located on the default (Summary) tab of the posting under the Banner Position Number field. Failure to select the correct Banner position number will result in rejection of the hiring proposal(s).
- The candidates who are recommended for hire will remain an active group to be utilized as alternates if the hiring proposal is declined at any point or if the candidate declines the offer of employment.

The search committee chair has the option to move an alternate finalist to “Recommend for Hire” status and inform the hiring manager to begin the hiring proposal. If an alternate finalist was not selected, the hiring manager may request the position be canceled and reposted via email to the Office of Human Resources at HR_Staffing@southtexascollege.edu.

- A hiring proposal may be placed under the following workflow states:
  - **Hire Approved** - the hiring proposal is placed under this workflow state after the offer of employment has been accepted, prospective employee has been released for their assignment by the Office of Human Resources, and the employee is seated in the position.
  - **Hiring Proposal Refused** - the hiring proposal is placed under this workflow state if the hiring proposal is declined at any point or if the candidate declines the offer of employment.
  - **Canceled** - the hiring proposal is placed under this workflow state if errors or changes occur after the hiring proposal has been initiated or if funding source is no longer available.

**Hiring Proposal Approvals**

**Staff (regular and full-time temporary):**
- Supervisor
- Financial Manager
- HR Staffing Review
- HR Background Check
- Compensation
- Budget Control
- Vice President
- President

**Staff (Grant):**
- Supervisor
- Grant Manager
- Grant Compliance Manager
- HR Staffing Review
- HR Background Check
- Compensation
- Grant Accountant
- Budget Control
- Vice President
- President

Once the final approval from the College President is obtained, the hiring proposal will be routed to the “Human Resources” workflow state to extend an offer of employment.
Extending an Offer of Employment

The recommended candidate is contacted by the Office of Human Resources. The information discussed during the offer of employment includes the annual salary and an overview of the benefits the College offers full-time staff employees. The hiring manager will be notified of the candidate’s decision via email.

The following guidelines are used by the Office of Human Resources when extending an offer of employment to a recommended candidate:

- If the candidate accepts the offer of employment, the Office of Human Resources:
  - Schedules the prospective employee for new hire orientation;
  - Advises the prospective employee that official transcripts are required before the assignment begins as per Board Policy 4152;
  - Advises the prospective employee that they must bring their Social Security card for payroll purposes and I-9 documentation to the new hire orientation;
  - Advises the prospective employee that they must sign a letter of appointment prior to beginning their assignment, if applicable.

- The prospective employee is required to report to the Office of Human Resources to complete new hire documents and orientation prior to beginning their assignment.

- If the recommended candidate declines the offer of employment, the search committee chair has the option to move an alternate finalist to “Recommend for Hire” status and inform the hiring manager to begin the hiring proposal.

  If an alternate finalist was not selected, the hiring manager is given an option to select an alternate finalist from the pool of interviewed candidates or may request the position be canceled and reposted via email to the Office of Human Resources at HR_Staffing@southtexascollege.edu.

Letter of Appointment

As per Board Policy 4118, “Employees whose positions fall within the Executive, Administrative, or full-time regular Faculty job classifications, with the exception of the College President, are employed on a one (1) year or less employment contract basis with no expectation of continued employment or property rights beyond the length of appointment. The letter of appointment must be electronically or manually signed by the President and by the respective employee and returned to the Office of Human Resources by stated deadline.”

The letter of appointment must be signed by the prospective employee prior to beginning their assignment. Once the letter of appointment is signed, they are eligible to clear for their assignment in the Office of Human Resources.

Refer to Appendix B for Board Policy 4118.
Closing the Search

Filling a Posting
Once the prospective employee clears with the Office of Human Resources, the search is successfully completed. The Office of Human Resources places the recommended candidate’s hiring proposal in the “Hire Approved” workflow state, fills the posting, and seats the employee in the position. If a posting has more than one Banner position number, then the posting will not be filled until all positions are filled.

Notification to Applicants
The Office of Human Resources informs all applicants via email that an offer has been extended to another candidate and that the position has been filled. Notifications will not be sent until the all positions in the posting have been filled.

Documenting the Search
The search committee and hiring manager must gather all documentation related to the search and submit all documentation to the Office of Human Resources for compliance with federal and state record keeping requirements. This applies to reposted positions for which a new posting was created, filled, and canceled postings.

The material forwarded to the Office of Human Resources includes the following:
- letter of recommendation
- interview questions from search committee members
- signed Search Committee Confidentiality Agreement
- all reference check documentation

Additional materials:
- documentation received from candidates during or after the interview
- materials that were printed during the search process
- all evaluation forms and screening tools (skills assessments, standardized tests, presentations, etc.)

It is important that all search materials are assembled and submitted to the Office of Human Resources in a timely manner. Documentation is needed should the hiring process be challenged and for compliance with federal and state recordkeeping requirements.

The digital copy of search documentation will be retained for two years by the Office of Human Resource and the original documentation will be sent for disposition.
Part-time Positions

Direct Wage Positions
A direct wage employment position is a temporary, hourly, and part-time assignment. Direct wage employees are employed on an as needed, non-contractual, at-will basis with no expectation of continued employment and are contingent on availability of funds. Employees can only serve in one temporary assignment during their employment with South Texas College. In addition, employees are not required to be attending school.

Direct Wage Guidelines
In order to comply with Teacher Retirement System (TRS) of Texas regulations, a direct wage employee:

- must work 14 hours per week or less if there is no full-time equivalent for a given position (E.g. Clerk, Note Taker);
- may work up to 19 hours per week if there is a full-time equivalent for a given position (E.g. Secretary, Customer Service Technician).

Special circumstances may result for a direct wage employee to work increased hours of 20 to 29 hours per week for a period of no more than 12 weeks. Special circumstances may include a current employee out on approved extended leave or a vacancy in the department. Approval must be obtained before an employee begins the assignment. If a direct wage employee continues an assignment exceeding 29 hours per week after 12 weeks, they will become benefit eligible. The hiring department will be liable for the cost of the accrued benefits. There are no extensions for an employee to continue increased hours beyond 12 weeks. Should the assignment continue, the hours per week must be reduced to 19 hours or less. Employees can only have this type of assignment once during their employment with South Texas College.

It is imperative the hiring manager monitors the part-time employee schedules to ensure they remain at or under approved hours.

Direct Wage Hiring Documents
The following documents must be provided to the Office of Human Resources for direct wage assignments prior to the assignment start date:

New hire employees:
- Direct Wage Notice of Employment form
- South Texas College Staff Employment Application
- Three professional reference checks

Returning employees within the same department and less than six month of separation of employment:
- Direct Wage Notice of Employment

Returning employees within the same department and more than six month of separation of employment:
- Direct Wage Notice of Employment
- Background Check Authorization and Release Form
- DPS Computerized Criminal History (CCH) Verification form

Employees with position changes within the same department:
- Direct Wage Notice of Employment form

Employees transferring to a different department:
- Direct Wage Notice of Employment form
- South Texas College Staff Employment Application
Any direct wage assignments with increased hours of 20 to 29 hours per week for a period of no more than 12 weeks must have a memorandum with a justification signed by the financial manager attached to the Direct Wage Notice of Employment form.

For new hire employees, transferring and returning employees to a different department, and those returning with more than six month of separation of employment, the hiring manager will be informed that the Direct Wage Notice of Employment form has been budget approved and that the direct wage hire must report to the Office of Human Resources to clear for their assignment. Current direct wage employees and those with less than six months of separation of employment (same department) are not required to clear with the Office of Human Resources.
Trainers
Trainers are hired on a temporary basis to provide education opportunities through college and career preparation, career pathway training, customized corporate training and economic development, professional education and development, professional conferences, and personal enrichment courses.

Trainers are employed on an as needed, non-contractual, at-will basis with no expectation of continued employment by the Continuing, Professional, and Workforce Education department and the Office of Industry Training and Economic Development. Pay rates are placed based on the approved pay rate guidelines.

Hiring managers must complete a Notice of Employment form for every trainer assignment, obtain budget approval, and then submit to the Office of Human Resources prior to the assignment start date. The Continuing, Professional, and Workforce Education NOE Checklist must be followed for every trainer assignment.

Work Study
The primary purpose of the Federal and State Work Study Program as outlined by Federal Regulations is to provide part-time employment for students who demonstrate financial need in order to defray/contribute to the cost of higher education. Work study employment allows students the opportunity to earn their aid and is not intended to interfere with a student's education; a student's studies will be given first priority.

Students interested in work study employment must submit an application to the Student Financial Services department. For additional information, please refer to the link below.
Federal and State Work Study Programs

New Hire
The Student Financial Services department coordinates with the Office of Human Resources to conduct background checks on applicants eligible for work study employment. If a prospective employee meets eligibility requirements:

- The Work Study Notice of Employment is forwarded to the Office of Human Resources along with three professional reference checks;
- The work study candidate is notified by the hiring manager to contact the Office of Human Resources to schedule for a new hire orientation prior to beginning their assignment.

Continuing and Transferring
Continuing employees are those continuing their assignment who have not exceeded a six month lapse of employment.

Transferring employees are those transferring from one department to another or those transferring from another classification to work study (e.g. direct wage to work study, classified to work study).

- Employees transferring from one department to another are not required to clear for their assignment with the Office of Human Resources.
- Employees transferring from another classification to work study are required to clear for their assignment with the Office of Human Resources.

Work Study Assignment notices for continuing and transferring employees from one department to another are routed for approvals through Banner Workflow as follows:

- Student Financial Services
- Financial Manager
- Director Human Resources
**Temporary Agency Employee Requests**

A temporary agency request may be submitted to the Office of Human Resources via email to [HR.Temp@southtexascollege.edu](mailto:HR.Temp@southtexascollege.edu) to request temporary assistance for a short-term assignment with a specific expiration date. It is most appropriate when the College expects there will be no permanent need for the employee. A hiring manager may make a temporary agency request:

- To fill a short-term position that is not expected to last more than one year;
- To meet an employment need that is scheduled to be terminated within a short term period for reasons as the completion of a specific project or peak workload;
- To fill positions that involve intermittent (irregular) or seasonal (recurring annually) work schedules and are difficult to recruit for.

A temporary agency employee is not an employee of the College and does not receive benefits provided to South Texas College employees.

**Temporary Agency Employee Request Checklist**

<table>
<thead>
<tr>
<th>Completed</th>
<th>Task</th>
<th>Responsible Party(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Initiate process by completing and submitting a Request for Temporary Agency Employee Form and job description.</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Notification of the request is sent to the approved temporary staffing agencies to obtain resumes.</td>
<td>Human Resources Temporary Staffing Agencies</td>
</tr>
<tr>
<td></td>
<td>Review candidate resumes received based upon established job-related criteria and forward qualifying resumes to hiring manager for review and consideration.</td>
<td>Human Resources Hiring Manager</td>
</tr>
<tr>
<td></td>
<td>Select candidates for interview and provide a list of selected candidates to the Office of Human Resources to schedule the interviews with the approved temporary staffing agencies.</td>
<td>Hiring Manager Human Resources Temporary Staffing Agencies</td>
</tr>
<tr>
<td></td>
<td>Candidate is selected to fill temporary position. Hiring manager notifies the Office of Human Resources of the selection.</td>
<td>Hiring Manager Human Resources</td>
</tr>
<tr>
<td></td>
<td>Temporary staffing agency(ies) is contacted to verify candidate's availability.</td>
<td>Human Resources Temporary Staffing Agency(ies)</td>
</tr>
<tr>
<td></td>
<td>The appropriate section of Request for Temporary Agency Employee Form is completed.</td>
<td>Human Resources Purchasing</td>
</tr>
<tr>
<td></td>
<td>Funds are verified with the Purchasing department.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Once verification is obtained, the Temporary Agency Employee Form is sent to the hiring manager to create a requisition.</td>
<td>Human Resources Hiring Manager Purchasing</td>
</tr>
</tbody>
</table>
The Temporary Agency Employee form is sent to the Purchasing department to obtain a purchase order number by the Office of Human Resources.

Under no circumstances can a temporary agency employee begin an assignment without a purchase order number. There are no exceptions.

☐ Report to work information and purchase order number is sent to the temporary staffing agency(ies) by the Office of Human Resources.

Start date is confirmed with the hiring manager.

☐ Notification is sent to the approved temporary staffing agencies that the request is closed.

Human Resources
Temporary Staffing Agency(ies)
Hiring Manager

Human Resources
Laws Prohibiting Employment Discrimination

**Title VII of the Civil Rights Act of 1964 (Title VII)**
The most prominent source of anti-bias employment rules is Title VII of the Civil Rights Act of 1964. It forbids discrimination in all areas of the employer-employee relationship, from advertisement for new employees throughout termination or retirement, on the basis of race, color, sex (including pregnancy, childbirth, or abortion), religion, or national origin.

**The Civil Rights Act of 1991**
The Civil Rights Act of 1991 included additional provisions to Title VII reversing or reinforcing certain U.S. Supreme Court decisions, damages for intentional discrimination and removal of exemptions for previously exempted employees of elected officials.

**Equal Pay Act of 1963 (EPA)**
Protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination.

**Age Discrimination in Employment Act of 1967 (ADEA)**
Protects individuals who are 40 years of age or older.

**Title I and Title V of the Americans with Disabilities Act of 1990, as amended (ADA)**
Prohibit employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments.

**Sections 501 and 505 of the Rehabilitation Act of 1973**
Prohibit discrimination against qualified individuals with disabilities who work in the federal government.

**Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)**
Prohibits employment discrimination based on genetic information about an applicant, employee, or former employee.

**Texas Commission on Human Rights Act of 1983, as amended**
Prohibits discrimination in employment transactions because of race, color, national origin, religion, sex, age, or disability status by public and private employers in the State of Texas.
Glossary

**Affirmative Action** – South Texas College has an Affirmative Action Plan which requires the College to make additional efforts to recruit, hire, and promote underrepresented groups within each classification.

**Applicant** – Individuals who express interest in a specific position by submitting an application.

**Candidate** – An applicant who has met the minimum requirements of the position, has been selected for interview, and will undergo the search committee screening process.

**Exempt Employees** – According to the Fair Labor Standards Act, employees are exempt from overtime regulations and must meet U.S. Department of Labor salaries and duties tests. Employee categories include executive, administrative, professional/technical support, and faculty.

**External Participants (Guest user)** – Selected individuals from the community approved to serve on a search committee.

**Non-Exempt Employees** – According to the Fair Labor Standards Act, employees must be paid at least the minimum wage and overtime pay for any time worked beyond 40 hours in a given week and are entitled to time and one-half of their regular pay rate for each hour of overtime. Employee categories include classified, professional/technical support, and direct-wage.
Frequently Asked Questions (FAQ)

Position Management

How do I initiate the process to request a position be advertised?
A Staff Position Request form must completed and submitted to the Office of Human Resources via email to HR_Staffing@southtexascollege.edu.

Where do I locate the Staff Position Request form?
A link to the form is located in Appendix A.

How do I submit a Staff Position Request form?
A Staff Position Request form must be submitted to the Office of Human Resources via email to HR_Staffing@southtexascollege.edu.

How do I approve a position request for a full-time temporary and/or grant funded position?
Select the Position Management module (orange heading) and ensure your user role is set to the appropriate group owner (Supervisor, Financial Manager, etc.).

Applicant tracking

Can I advertise my position on social media?
Positions should not be posted on any personal social media sites.

When will the applications for my posting be available?
After the posting has closed, the Office of Human Resources will review and process all applications, then make them available to the department and the search committee.

Why can’t I see the applications for my posting?
Applications are only viewable to the department and the search committee after the Office of Human Resources has reviewed and processed all applications.

Can I obtain the names of the applicants that have applied to my position before a search committee is assigned to the posting?
To keep the integrity of the search process, the Office of Human Resources does not disclose names of applicants to anyone. Those with search committee roles will have access to this information once search committee access has been provided.

Can I provide status of a posting or applications to a candidate?
Applicants will be provided application status information when they log into their applicant profile on the South Texas College Careers website.

Search Committee

Where do I locate the Staff Search Committee Request form?
A link to the form is located in Appendix A.

How do I change my user role to the group owner “Search Committee Member”?
Select the “Search Committee Member” user role from the drop-down menu located next to the user name on the upper right hand corner of the screen.

Can the search committee conduct phone or live video interviews?
Yes, phone or live video interviews may take place if an applicant is unable to come to campus for a visit and opts for a telephone interview. The same interview questions must be used for all candidates.

**If a candidate is unavailable to attend an interview, does the search committee have to make accommodations for the candidate?**

No, the search committee may set whatever time frame they think appropriate to complete interviews. If a candidate cannot make the time frames, then the committee is not required to make any exceptions. However, if an exception is made for one candidate, then it must be made for all candidates.

**Interview Process**

**What should I do if I have an overqualified candidate?**

Don’t assume someone is overqualified based on a quick screen of their experience and credentials. People may interpret overqualified as exceeding the minimum requirements of a position. Surpassing the minimum education or experience does not over-qualify a person.

There are many good reasons why a person might choose to take a job with a lower level of responsibility. They may want to shift industries, move to a new location, or achieve greater work/life balance.

Assess the candidate before you decide to pass. Don’t assume that holding a higher-level job necessarily means that a person can do lower-level tasks. You need to assess each person’s qualifications for the position. If the person’s application suggests that they can do the job, keep in mind that our policy is to hire the best qualified person available.

Refer to Appendix B for Board Policy 4110.

**Why must I recruit for a position if I already know whom I want to hire?**

As per policy, South Texas College seeks to fill each vacant position with the best qualified person available.

Refer to the Search Committee section and to Appendix B for Board Policy 4205.

**Do I have to wait for someone to leave their job before I can advertise the position?**

No, as long as the notice of resignation has been submitted or the employee has accepted a position within the college, you may submit the request for the upcoming vacant position.

**Do I have to interview more than one candidate?**

For positions with low pools, the Office of Human Resources must be contacted to review appropriate options on continuation of search process.

**What if I make a mistake during the selection process?**

You may contact the Office of Human Resources to communicate with a Human Resources Staffing Specialist or send notification via email to HR_Staffing@southtexascollege.edu.

**What if someone sends me an application or a resume directly?**

Please advise the applicant to apply for the vacant position on the South Texas College Careers website.

**When may I begin reviewing application materials?**

Search committee members will be able to view applications once assigned to the posting.

**Do I need to notify applicants when a job posting has been canceled?**
No, the applicant tracking system will automatically notify the applicants once the posting is canceled by the Office of Human Resources. Applicants are able to check the job posting status for any position for which they apply via the applicant tracking system.

**Must I interview all candidates for the position?**
No, when your applicant pool is so large that it would be unreasonable to interview all qualified candidates, you need only interview the candidates that best meet the requirements for the position.

**Hiring Proposal**
**What is the status of my hiring proposal?**
The status of hiring proposals may be viewed by the hiring manager under the applicant tracking system.

**Am I required to upload all hiring proposal documents?**
Yes, the following documents are required to be uploaded to the hiring proposal:
- Search Committee Confidentiality Agreement
- Letter of recommendation
- Interview questions for all interviewed from all search committee members
- Three professional reference checks

**If I have multiple positions in one posting, am I required to upload all hiring proposal documents for each position?**
Yes, all documents are required to be uploaded to each hiring proposal.

**Closing the Search**
**What should I do with the hiring proposal documents after the position has been filled?**
The search committee and hiring manager must gather all documentation related to the search and submit all documentation to the Office of Human Resources

**Part-time Positions**
**Can a direct wage or work study employee have more than one assignment?**
No, employees can only serve in one assignment during their employment with South Texas College.
Appendix

A. Hiring Forms and Guidelines
   A.1 Staff Position Request Form
   A.2 Staff Search Committee Request Form
   A.3 Search Committee Confidentiality Agreement
   A.4 Staff Reference Check Form
   A.5 Part-time Staff Reference Check Form
   A.6 Guidelines for Reference Checking
   A.7 Request for Temporary Agency Employee
[POSITION TITLE]
CANDIDATE EVALUATION FORM
[CAMPUS]

Name of Candidate: ____________________________________________

In your opinion, does the above-named candidate possess the background and experience to provide the internal and external [POSITION TITLE] services necessary to fulfill the mission of South Texas College? (Please rate the candidate on a scale of 1 to 10, 1=lowest, 10=highest on the following traits and abilities.)

1. Knowledge of South Texas College, the diverse communities we serve, and the needs of our employees:

   1  2  3  4  5  6  7  8  9  10

2. Knowledge and experience with [POSITION TITLE] issues:

   1  2  3  4  5  6  7  8  9  10

3. Ability to communicate effectively internally with faculty, staff, and students:

   1  2  3  4  5  6  7  8  9  10

4. Ability to communicate effectively externally with the community and/or external stakeholders:

   1  2  3  4  5  6  7  8  9  10

5. Ability to be effective in the fast-paced, stressful, and growth-oriented environment of South Texas College:

   1  2  3  4  5  6  7  8  9  10

Please continue on the back
Additional Comments and/or Evaluation:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you for your participation.

[DEPARTMENT]
B. Board Policies Related to Hiring Process

- **4100** College Staffing Plan
- **4110** Filling of Vacancies
- **4113** Employment of Applicants in Security Sensitive Positions
- **4114** Authorization to Conduct Background Checks
- **4115** Personnel appointments
- **4118** Provision of Letter of Appointment: Faculty, Administrative, or Executive Employee
- **4120** Orientation of Employees
- **4152** Documentation of Official Transcripts for All Employees
- **4154** Documentation of Education for Placement of Classified Staff on the Salary Schedule
- **4205** Equal Employment and Employment Opportunities
- **4210** Immigration Reform and Control Act of 1986
- **4211** Nepotism
- **4510** Hours of Work
- **4820** Employment of Non-Exempt Employees as Adjunct Faculty
C. Sample Interview Questions

Accountability
- Tell us about a time when despite careful planning, things got out of hand or did not work out and what did you do?
- What steps have you taken to enable you to become more effective in your team?
- How have you handled special responsibilities or assignments that have been given to you that may not be part of your routine?
- Give us some examples demonstrating how you reacted to short deadlines or pressure situations.
- Tell us about a time when your performance did not live up to your expectations? What did you do?
- Have you had to make and/or implement an unpopular decision/policy and why did you make the decision or support the decision?

Adaptability
- What role do you play in ensuring a smooth working environment?
- Give us an example of a crisis situation you were involved in and what did you do to help resolve it?
- How many projects can you handle at a time? Give an example when this occurred.
- How do you prioritize your projects?
- Tell us about a time you had to go above and beyond the call of duty?
- Describe a situation where you had to work with someone who was difficult, how did you handle it?
- How do you define conducive work atmosphere?
- How do you deal with conflict?

Communication
- How important was communication and interaction with others in your last job?
- How would you rate your communications skills? Why?
- What communication tools, forms or documents have you developed for your department?
- What are some ideas/practices to follow to insure effective communications with your coworkers?
- How have you communicated concerns/criticisms to coworkers? Do you feel you were effective?
- How can a supervisor establish effective communications with staff?
- Are there additional considerations in communicating to groups of employees versus individual employees?
- What are some good rules to keep in mind when directing employees?
- In what instances is written communication better than verbal communications?
- Communicating with your supervisor is an important aspect of all of our jobs. In addition to being brief, what guidelines should you follow to communicate effectively with your supervisor?
- How would your supervisor rate your communications skills?

Customer Quality Focus/Customer Orientation
- What does good customer service involve?
- Tell us about how you have handled a dissatisfied customer in the past.
- Give us an example of a situation you handled with superior customer service.
Tell us about a situation in which you dealt with a customer and what you would have done differently.

How would you handle a customer who used abusive language?

Inclusiveness
- Define diversity.
- What was the most important step that you took to work effectively with diverse people?
- To what extent have your assignments required interface with diverse population?
- To what extent have you worked in an ethnically, socio-economically, and/or culturally diverse community?

Leadership
- One of the requirements for this position is that the individual be a self-starter. Give us an example of your ability to be a self-starter.
- Define leadership.
- What personal qualities should a leader have?
- What have you done to develop your leadership skills?
- Tell us about a situation in which you demonstrated your leadership ability.
- Discuss the different styles of leadership you use in accomplishing your management role.
- What can a supervisor do to enhance an employee's job and the employee's motivation?
- A subordinate has not been successful on a task, how do you offer constructive feedback?
- Cite some of the circumstances under which a leader is not successful. What do you attribute this lack of success to?

Occupational Knowledge/Technology Orientation
- What steps have you taken to enable you to become more effective in your position and what strengths will you bring to this position?
- What computer software (word processing, spreadsheets, database) programs are you most comfortable using? What specifically did you do with MS Excel, MS Access, etc.?

Team Focus
- What are the important qualities a person should have to become an effective team member?
- What are the characteristics of a successful team?
- Tell us about an unsuccessful team of which you were a member. What, if anything, could you have done differently?
- Tell us about a successful team of which you were a member. What was the most outstanding characteristic of that team? What did you contribute?
- What can you contribute to establish a positive working environment for our team?
- What factors would you consider in assembling a project team?
- Give us examples where you introduced ideas or processes that have made a team become more productive?

Education
- How have your educational and work experiences prepared you for this position?
- Why did you choose to major in the course that you have completed or that you are attending?

Experience
- Tell us about yourself.
- How does your experience qualify you for this job?
- What were your three greatest accomplishments on your last job?
♭ What steps have you taken to improve your job skills?
♭ How has your current position prepared you to take on greater responsibilities?
♭ Recall an incident where you made a major mistake. What did you do after the mistake was made? What did you learn from this mistake?
♭ Tell us about a difficult situation that you encountered and how you resolved it.

Supervision and Management Experience
♭ What experience have you had in supervision?
♭ What experience have you had in resolving grievances?
♭ What has been your most positive experience in supervision?
♭ What has been your most negative experience in supervision?
♭ Give us an example of a situation that you handled which would demonstrate your ability to supervise.
♭ Have you hired staff? What qualities did you look for?
♭ How would you assess your ability as a supervisor?
♭ What characteristics are most important in a good manager/ supervisor? How have you displayed them?

Judgment
♭ Describe a project that best demonstrates your analytical ability?
♭ Give us a situation that illustrates your ability to exercise good judgment.
♭ Tell us of a time work quality had been compromised due to time constraints or resource constraints.

Problem Solving
♭ What are the essential elements of effective problem solving?
♭ Tell us about a situation in which you were required to analyze and solve a complex problem.
♭ How have you incorporated collaborative problem solving in your organization?
♭ When you are confronted with an unprecedented decision, what do you do?

Strengths
♭ We are looking at a lot of great candidates; why are you the best person for this position?
♭ What can you contribute to our organization?
♭ What makes an individual successful and why do you think that these attributes make someone successful?
♭ What skills do you have that you feel could enhance this position?
♭ What do you know about our organization?
♭ Tell us about a situation that would exemplify your integrity.

Weaknesses
♭ Which is the worst of your three greatest weaknesses and why?
♭ What are your weak points and how have you overcome them?
♭ In which area do you need to make improvements in?
♭ What are the three areas in which people would say you need to improve?