

## MEMORANDUM

**TO:**

**FROM:** Sage Loyd

**DATE:**

**SUBJECT:** Job Title

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Per your request, an advertisement for the above positions vacancy has been placed.

As you proceed with your search and selection, please note the following:

- 1) A sample acknowledgment letter and affirmative action card (sample enclosed) should be sent to each person responding to the vacancy notice. They may choose to respond on line at <http://www.uamont.edu/financeadministration/human%20relations/applicationinformationsurvey.pdf>. If you need additional cards, please let me know.
- 2) Although there is no requirement that a search committee be utilized when filling the position, it is often desirable (and never prohibited) to use such a committee. If a search committee is used, its membership should include women and members of minority groups.
- 3) In all interviewing and questioning, care should be taken to ensure that matters discussed are job related. Appropriate questions should focus on and help to assess an applicant's ability to perform the essential functions of the job. Enclosed is a list of interview guidelines and information about questions that can and cannot be asked of applicants. Please share this information with all individuals who will be involved in interviewing and questioning.
- 4) The State Veteran's Preference Law bestows preference in appointment and employment for certain veterans who have served during specified times of war or conflict provided such veterans have met substantially equal qualifications. When an equally qualified veteran is not selected or appointed to fill a position, the hiring authority must be able to support his/her decision with valid job related reasons.
- 5) Travel reimbursements (TR1s) which do require the candidate's signature, should be completed prior to the candidate's leaving campus. The address indicated on the TR1 is where the reimbursement check will be mailed.

The TR1 must have attached all receipts including airfare, rental cars, hotels and meal receipts. The TR1 must have proper signatures including the appropriate Vice Chancellor, Human Relations Officer and Chancellor before payment can be made.

The Human Relations office has meal tickets for the candidate and two search committee members per meal in the UAM cafeteria.

- 6) To acquaint a candidate with the local area, you are encouraged to provide a community tour. If the candidate is a woman or of a minority, you may want to enlist the participation of a woman or minority individual on campus in conducting the tour and answering questions the candidate may have concerning social events, churches, schools, housing, etc.
- 7) A letter informing all applicants of the final selection (sample enclosed) should be sent. Although this letter can be modified to fit your individual situation, be careful about making statements that applications will be on file for an extended period. Revealing the name of the person chosen for the position is left to your discretion but is not suggested.
- 8) An Affirmative Action Report (enclosed) must be completed and returned to the Human Relations Office within 30 days once the position has been filled. I will be glad to send you this form via e-mail attachment for your convenience if you will let me know.
- 9) Records pertaining to the search and selection process must be retained in the unit/department office **at least** three years. Records retained should include all application materials, transcripts, resumes, recommendations, etc. received from applicants as well as any other relevant materials or notes.

If you have any further questions, or if I can be of further assistance, please don't hesitate to contact me.

Enclosures:    Sample Acknowledgment Letter  
                  Interview Guidelines  
                  Sample Final Selection Letter  
                  Affirmative Action Report

**SAMPLE ACKNOWLEDGMENT LETTER**

Dear

Thank you for applying for the position of  (Position)  in the  
 (school/division/department)  with the University of Arkansas at Monticello.

Enclosed is a postage-paid Affirmative Action Survey card which should be completed and mailed to the University's Office of Affirmative Action and Equal Opportunity.

Although submission of the requested information is completely voluntary on your part and will have no bearing on your employment opportunities, the information gathered is vital to the University's Affirmative Action compliance with Titles VII and IX of the Civil Rights Act, the Rehabilitation Act of 1973, and Vietnam Era Veterans Readjustment Act of 1974.

We appreciate your employment interest with the University of Arkansas at Monticello.

Sincerely,

Enclosure

# INTERVIEW GUIDELINES AND INFORMATION

## Questions You May Consider Asking

### Past work experience in general:

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

### **Past Work Experience In General, continued**

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

### **Relevant education and training:**

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

**Questions about the vacant position:**

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

**Attendance and punctuality:**

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

**Clerical/Secretarial work:**

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

**Supervision:**

1. Describe the positions in which you have had supervisory responsibility. How many people have you supervised and in what kinds of positions? Did you have hiring/firing authority?
2. Give an example of a time when you were disappointed by an employee's lack of accomplishment and what you did about it.
3. What are the generally accepted steps in progressive discipline?
4. In your experience, what kinds of things motivate an employee?
5. Describe what is meant by "problem employee."
6. Describe a sticky situation with an employee and what you did about it.

**Supervision, continued:**

7. Describe an innovative way you handled a conflict involving two or more of your subordinates.
8. What kind of things can a supervisor do to create a positive working environment?
9. What training and experience do you have in listening skills?
10. Approximately how many people have you hired in your career?
11. Describe an effective performance planning and review process.
12. What methods of communicating with subordinates have you found most effective?
13. What recognition and reward systems for subordinates have you found most effective?
14. What is the role of a supervisor, in your opinion?
15. What are the major responsibilities of a supervisor, in your opinion?
16. What is an effective training and orientation program for a new employee?
17. Describe the most serious complaint an employee brought to your attention and what you did about it.
18. Give an example of the most novel idea an employee presented to you and what you did about it.
19. What is meant by the term “protected class” under civil rights laws?
20. Under federal wage and hour laws, describe “exempt” and “nonexempt” employees.

**Management:**

1. What was the level of your decision-making authority in past positions?
2. Describe a decision you made that had an unhappy result.
3. Give me an example of a decision you made that backfired and what you did about it.
4. Give an example of a decision you made that turned out better than you believed possible.

**Management, continued:**

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

**Problem solving:**

Briefly describe a difficult situation pertinent to the vacant position, doing so in a way that protects the privacy of individuals involved. Ask an open-ended question, one that does not require knowledge of institutional or departmental policies and procedures, about how the applicant would deal with this situation. Encourage the applicant to think out loud and explain the kinds of solutions he or she might try.

## **INTERVIEW GUIDELINES AND INFORMATION**

You want to select the best-qualified candidate for the position without regard to race, color, religion, gender, marital status, national origin, or disability.

### **Interviewing Rules of Thumb**

When interviewing, you should consider these rules of thumb:

1. Ask only for information that you intend to use to make hiring decisions.
2. Know how you will use the information to make that decision.
3. Recognize that it is difficult to defend the practice of seeking information that you do not use.

### **INTERVIEW TOPICS TO AVOID:**

- gender and marital status
- maiden name
- spouse's name
- marriage plans
- number of children/plans for children
- number of preschool children
- form of birth control
- child-care arrangements
- citizenship/ethnicity/creed/national origin
- place of birth
- religion or church affiliation
- proficiency in speaking, reading, and writing English(unless job related)
- other languages spoken
- disabilities/handicaps
- age
- mother's maiden name
- arrest/records
- less-than-honorable military discharges
- car accidents
- lawsuits or legal complaints
- ownership/rental status of home
- length of residence
- ownership of car
- form of transportation to work
- wage assignment or garnishments
- bankruptcy/debts
- insurance claims/workers comp
- judgments/loans/credit cards
- prior illnesses or accidents
- hospitalization
- current or prior medication or treatment
- weight

- date of high school/college graduation
- social organizations
- area of financial support

**SAMPLE FINAL SELECTION LETTER**

Dear

After a careful review, another applicant has been selected for the position of \_\_\_\_\_  
in the \_\_\_\_ (school/division/department).

We appreciate your employment interest with the University of Arkansas at Monticello and wish you success in the future.

Sincerely

**UNIVERSITY OF ARKANSAS-MONTICELLO  
AFFIRMATIVE ACTION REPORT**

This report must be completed and submitted to the Human Relations Officer by the Unit/Department Head when any faculty or staff position has been filled.

Unit/Department \_\_\_\_\_

Position Filled \_\_\_\_\_

Date Position Advertised \_\_\_\_\_ Date Position Filled \_\_\_\_\_

1. Recruiting (securing a pool of candidates):

a. Methods of Advertising. Give name and date of every advertising contact made **other than** ones made by the Office of Human Relations:

b. Special efforts made to recruit underutilized personnel:

c. Total number of applicants: \_\_\_\_\_

*Note: All applications are to be maintained by the unit/department for at least 3 years.*

2. Hiring (reviewing the pool of candidates):

a. Describe the review process utilized. If a search committee was appointed, list makeup of the committee including gender and race.

b. Name of successful candidate: \_\_\_\_\_

Describe the successful candidate. List reasons this person was selected; give specific documentation.

I. Summary statistics:

	Number of Applicants	Number Selected for Interviewing	Number of Applicants Interviewed	Number of Offers Tendered	Number of Offers Rejected
Male					
Female					
TOTAL					
African-American					
Caucasian					
Hispanic					
Asian					
Native American					
Other					
TOTAL					

Enter U/K (unknown) if you do not know the information.

\_\_\_\_\_ Date \_\_\_\_\_  
 (Unit/Department Head Signature)

Form revised 11/04