

The Chair's Role

The chair of a college screening/search committee performs a vital function for our institution. Your committee will screen and select candidates to be recommended for employment with the college. Your task is simple; select the best candidates for the position. OTC Human Resources has prepared this guide to assist you in completing this mission.

Non-Discrimination Statement

Ozarks Technical Community College prohibits discrimination and harassment and provides equal opportunities in its admissions, educational programs, activities, and employment regardless of race, color, religion, gender, national origin, age, marital status, sexual orientation, political affiliation, veteran status, and disabilities that include HIV and AIDS, and medical conditions. Bona fide occupational qualifications will be allowed in those instances where age, gender, or physical requirements apply to the appropriate and efficient administration of the position.

The Process

The goal of the hiring process is to employ the best qualified and most capable candidates for positions. The Human Resources Office is available to assist at any time during the process. The following steps represent the sequential progression of the selection process:

1. A memo from the appropriate Vice Chancellor needs to be addressed to the Chancellor, asking for permission to start the process. It should also contain the name of the chairman and the names of the members of your committee. The committee should consist of a minimum of 5 members and 1 chair. Please note that there must be equal male to female ratio. Members of the committee should be a selection of different areas of the college. Attempt to select members from minority groups when possible. (See Appendix 1.) Complete a Notice of Vacancy form. Please note that whatever is listed in the mandatory section is set in stone. After the position has been posted the mandatory section cannot be changed. If changes are to be made after the posting, the process will have to start over. (See sample, Attachment 2) The memo to the Chancellor, the Notice of Vacancy form, and the official position description (See Sample, Attachment 3) needs to be sent electronically to the Director of Human Resources. The Director of Human Resources will approve it and then submit to the President for approval.
2. The Human Resources Office distributes the Vacancy Notices to the appropriate outlets and throughout the college. During the period that the Vacancy Notice is open, the Human Resources Office accepts applications for the position. If you wish for this vacancy notice to be advertised in the newspaper or distributed to specific outlets, please inform the Human Resources Office as quickly as possible. All administrative positions will be posted for a minimum of 3 weeks and all other positions will be posted for a minimum of 2 weeks.
3. All applicants submitted directly to you, any member of your committee or your campus should be forwarded to the Human Resources Office for it to be considered. It is important that applications accepted at campuses or centers be physically forwarded to the Human Resources Office for them to be included in the recruitment package.
4. Following the closing date, the Human Resources Office will create a recruitment letter detailing the applications received. The chair will be notified to come to the human resources office.
5. As chair, you will accept the application packet and schedule a screening date for your committee. Please note that every member of your committee must be present during every part of the process. You will need to reserve a meeting room. The Human Resources building has 2 meeting rooms

available for use. Attempt to reserve one of these rooms first. If not available, then schedule one of the other meeting rooms on campus.

6. You will need to create a checklist. The checklist must contain the exact mandatory and desirable qualifications listed on the Notice of Vacancy. Each member of your committee should have a copy of this list. (See Sample, Attachment 4.)
7. Your committee, by written vote, will determine which applicants meet the mandatory requirements for the position. If any member of the committee knows a candidate socially or has any other significant conflict of interest, then that member should ask to be replaced. Those applicants not meeting the requirements should be contacted immediately by mail and notified that their application has been reviewed and they will not be interviewed. (See Sample, Attachment 5.) Letters need to be from the appropriate Vice Chancellor. The Chair is responsible for composing these letters and physically delivers them to the appropriate Vice Chancellor for his/her signature.
8. The committee's next responsibility is to set an interview date for the applicants that meet mandatory requirements and are selected for interview. Particular attention should be given to allowing out-of-town applicants adequate notice to attend your interview. It is not proper to schedule interviews with less than a one-week notice to the applicants. Two (2) weeks is suggested if possible. It is a discriminatory practice to schedule interviews in such a short time frame as to eliminate out-of-town or out-of-state applicants. Tell the applicant what will be expected of them. Do you want them to prepare for a teaching demonstration? Do you want the applicant to take a hands-on test?
9. Prior to scheduling interviews, your committee should agree upon formal questions to be asked of each applicant. This process will assure that each applicant is afforded the same opportunity to offer their views and comments. Follow-up and spur-of-the-moment questions are desirable and encouraged. If an applicant brings up a subject that interests you, ask about it. Be careful to avoid questions that are discriminatory. (See Sample, Attachment 6.) Please try to give every candidate the same opportunity for follow-up questions.
10. One thing to avoid is asking questions which may be illegal. Acceptable questions can be found on the Intra by going to <https://intra.otc.edu/?page=hr> Areas which are not acceptable for questioning are:
 - Race — the race of an applicant will not be considered nor will the race of the applicant be a subject for discussion.
 - Sex — the sex of an applicant will not be considered nor will the sex of the applicant be a subject for discussion.
 - Marital Status — an applicant should never be questioned as to their marital status or marital plans.
 - Political Views — questions or discussions regarding party affiliation are not allowed.
 - Religious Views — questions or discussions regarding religious views or affiliation are not allowed.
 - Sexual Orientation — applicants should never be asked questions regarding their sexual orientation and discussion regarding sexual orientation is not appropriate.
 - Disabilities — questions regarding disabilities are illegal, even if the applicant brings the disability up. All applicants can be asked if there are any reasons why they may not be able to perform the position in question.
 - Age — questions regarding the age of an applicant are not allowed. Committees must be careful not to use the rationale of "over qualified" to eliminate applicants. The courts have held that the elimination of candidates because of their "over qualification" can be construed as age discrimination.

- National Origin — questions regarding the national origin of an applicant cannot be asked. All applicants can be asked if they are legally able to work in the United States.
 - Pregnancy, Children and Child Care — questions concerning the presence, number or plans for children are not allowed. You may ask all applicants if there are any circumstances in their personal life which may cause attendance problems.
 - Arrest and Conviction Records — questions regarding arrest and conviction records are allowed only if the college can provide compelling reason why this knowledge is required. Please contact the Director of Human Resources if you feel that the position in question is of the nature to require arrest and conviction information.
 - Personal Appearance Guidelines — there is no Federal Law against requiring that your employees have a neat and orderly appearance. However, the courts have held that arbitrary dress and grooming standards can have the effect of discriminating against certain races and genders. Avoid any criterion which singles out one race or sex.
11. Following the applicant interviews, your committee should tabulate their applicant rating sheets and make your recommendations. (See Sample, Attachment 7.) Each member of the committee will rank the candidates in order of preference from one (1) being first preference to last. Please note that your recommendation should be for the top 2 or 3 candidates that were interviewed in no particular ranking order. The chair should bring this sheet along with the following items to the appropriate Vice President:
- Committee Minutes & Applicant Rating Sheets
 - Copies of applications for all applicants that applied for the position
 - Copies of transcripts for applicants, when applicable
 - Any other pertinent information to be considered
 - Completed Applications for Employment for all applicants
12. The appropriate Vice Chancellor needs to bring the above items, along with a letter of recommendation to the Director of Human Resources.
13. The Director of Human Resources will conduct a background check and call on references for the recommended applicant.
14. After the background check and references have been completed, the Director of Human Resources will make a recommendation to the Chancellor.
15. Upon approval from the Chancellor, the Director of Human Resources will contact the applicant and make an offer of employment.
16. Non-selected candidates will be contacted by the Human Resources Office immediately following the acceptance of the offer of employment.

OZARKS TECHNICAL COMMUNITY COLLEGE

MEMO

TO: Hal Higdon, Ph.D.
Chancellor

Alice Ramey
Director of Human Resources

FROM: Marla Moody, Vice Chancellor for Finance

DATE: June 30, 2011

RE: Request to start process for a personnel vacancy – Accounting Technician

I am requesting permission to advertise the vacant position for Accounting Technician. This is a replacement for Jane Doe, who resigned on June 9, 2011. I further request that the following individuals serve on the Screening/Search Committee:

- Chair: Jill Cox
- Member: Amber Shanks
- Member: Sally Mattchen
- Member: Jeff Ford
- Member: Michael Pena
- Member: Jerome Ransom

PLEASE NOTE: There MUST be equal male to female ratio on members. Members should be selected that have knowledge of that particular position. You are encouraged to select members from outside your department. Attempt to select members from minority groups. A minimum of 5 members and 1 chair are required.

I have attached the Vacancy Notice and the current job description for this position.

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Approved by _____ on _____.
Alice Ramey, Director of Human Resources *date*

Approved by _____ on _____.
Hal Higdon, Ph.D., Chancellor *date*

Appendix B

OZARKS TECHNICAL COMMUNITY COLLEGE

Notice of Vacancy

Location of Position: MAIN

Position Available:	Classification:
ACCOUNTING TECHNICIAN	<input type="checkbox"/> Administration <input type="checkbox"/> Faculty <input checked="" type="checkbox"/> Staff <input type="checkbox"/> Hourly
Date Position Available:	Salary Scale:
September 1, 2011	Salary based on experience / education
Qualifications & Experience:	
<p>MANDATORY: (M1) Bachelor's Degree from a regionally accredited institution of higher learning; (M2) At least 2 years experience in a cashier position; (M3) Computer literate; (M4) 10-key proficient</p> <p>DESIRABLE: (D1) Previous cashier experience at a community college (D2) Previous experience handling credit card transactions.</p>	
<p><i>Ozarks Technical Community College's primary mission is to provide accessible, high quality, affordable technical and general education that is responsive to the educational needs of the community and its diverse constituencies.</i></p> <p><i>Ozarks Technical Community College prohibits discrimination and harassment and provides equal opportunities in its admissions, educational programs, activities, and employment regardless of race, color, religion, gender, national origin, age, marital status, sexual orientation, political affiliation, veteran status, and disabilities that include HIV and AIDS, and medical conditions. Bona fide occupational qualifications will be allowed in those instances where age, gender, or physical requirements apply to the appropriate and efficient administration of the position.</i></p>	
Application Information & Deadline	
<p>For additional information on the position, contact:</p> <p>Jill Cox Ozarks Technical Community College 1001 E. Chestnut Expressway Springfield, MO 65802 coxj@otc.edu</p>	<p>Qualified applicants should submit the following before August 1, 2011.</p> <ul style="list-style-type: none"> • OTC Application for Employment • Resume • Cover letter addressing how applicant meets mandatory requirements • Photocopy of College Transcripts <p>Mail all documents to:</p> <p style="text-align: center;">Human Resources Office 1001 E. Chestnut Expressway Springfield, MO 65802</p>
Signatures of Approval	

Alice Ramey, Director of Human Resources

date

Hal Higdon, Ph.D., Chancellor

date

Job Listing Web Address: <http://www.otc.edu/humanresources/listings.php>

Appendix C

OZARKS TECHNICAL COMMUNITY COLLEGE

Position Description

ACCOUNTING TECHNICIAN

Salary Classification: Non - Exempt

Responsibilities: The Accounting Technician assists in maintaining the financial accounting records for all college funds and will be assigned to one or more of the following areas: Cashiering, Accounts Receivable, Accounts Payable, Fixed Assets, General Ledger Accounting or Payroll. The Accounting Technician recognizes and maintains confidentiality of work materials as appropriate; understands and carries out verbal and written directions; and can work independently in the absence of supervision, using initiative and judgment in dealing with workflow and uncertain situations. Accounting Technicians will exemplify outstanding customer service in all activities.

Authority: Acts under the delegated authority and general supervision of the Director of Finance.

Cashiering

1. Assists and handles student accounts receivable inquiries.
2. Provides daily cashiering and balancing of all monies due the college and prepares daily deposits.
3. Processes, transmits and balances all daily credit card transactions.
4. Assists students in enrollment of deferred payment plan.
5. Performs other duties as assigned.

Accounts Receivable

1. Assists and handles student accounts receivable inquiries.
2. Vouchers all financial aid program refunds and all other student refunds.
3. Performs data entry of miscellaneous student charges.
4. Processes and maintains all accounts receivable billings and authorizations that are necessary.
5. Handles data entry and reconciles the deferred payment plan system.
6. Handles overdue account correspondence and communication with collection agencies and Missouri Department of Revenue for state debt offset program.
7. Transmits and reconciles financial aid disbursements to student accounts.
8. Performs other duties as assigned.

Accounts Payable

1. Verifies and processes all invoices for purchases and travel reimbursements according to College policy.
2. Vouchers all invoices, travel reimbursements and payroll deductions for appropriate vendors and distributes checks.
3. Reconciles vendor statements and inquiries regarding outstanding invoices.
4. Provides supporting documentation for bond, CBHE and various grant reimbursements.
5. Prepares monthly expenditure checklist for Board of Trustees meeting.
6. Performs other duties as assigned.

Fixed Assets

1. Identifies and tags all fixed assets.
2. Records fixed asset information in the Fixed Assets File Maintenance computer module and maintains all additions, transfers and disposals.
3. Performs appropriate reconciliations to the General Ledger.
4. Performs annual fixed asset inventory control audit.

Appendix C

5. Performs other duties as assigned.

General Ledger Accounting

1. Organizes and enters approved journal entries.
2. Reconciles accounts payable and payroll checks monthly.
3. Reconciles Student Emergency Loan account.
4. Assists with preparation of year-end audit work papers.
5. Performs monthly sales tax calculation and payment.
6. Prepares petty cash reimbursements.
7. Assists with payroll advice and accounts payable check printing.
8. Handles telephone/receptionist duties in the absence of departmental secretary.
9. Performs other duties as assigned.

Payroll

1. Verifies time sheets for correct rates of pay, general ledger accounts, and calculations.
2. Performs data entry for monthly payroll, as needed.
3. Performs other duties as assigned.

Revised 5/26/2009

APPLICANT EVALUATION FOR
Accounting Technician-Main Campus

(Circled Items Indicate Reasons for No Interview)

MANDATORY: **(M1)** Bachelor's Degree from a regionally accredited institution of higher learning; **(M2)** At least 2 years experience in a cashier position; **(M3)** Computer literate; **(M4)** 10-key proficient

DESIRABLE: **(D1)** Previous cashier experience at a community college; **(D2)** Previous experience handling credit card transactions

NAME	COMPLETED Y/N	QUALIFICATIONS MANDATORY/ DESIRABLE Y/N	PERCEIVED STRENGTHS	PERCEIVED WEAKNESSES PLEASE CIRCLE JUSTIFICATION FOR "NO"	INTERVIEW Y/N
	1. APPLICATION 2. RESUME 3. Cover letter 4. Copy of Transcripts	MANDATORY Y/N M1 M2 M3 M4 DESIRABLE Y/N D1 D2			
	1. APPLICATION 2. RESUME 3. Cover letter 4. Copy of Transcripts	MANDATORY Y/N M1 M2 M3 M4 DESIRABLE Y/N D1 D2			
	1. APPLICATION 2. RESUME 3. Cover letter 4. Copy of Transcripts	MANDATORY Y/N M1 M2 M3 M4 DESIRABLE Y/N D1 D2			

Sample letter for those not interviewed.

[Insert Date]

[Applicant Name]
[Applicant Address]
[City, State ZIP]

Dear [Applicant Name]:

On behalf of Ozarks Technical Community College, I would like to thank you for your recent application for the [Insert Position Title] position. While we sincerely appreciate your interest, we were fortunate to have many well-qualified candidates and we have chosen to interview other candidates.

We hope that you continue to have interest in employment at OTC. You may visit our Office of Human Resources website at www.otc.edu/HumanResources to view other positions available.

Again, we thank you for your interest in employment at OTC.

Sincerely,

[Name]
Vice Chancellor for [Insert Department]

Interview Questions

Acceptable Icebreaker and Background Questions:

1. What aspects of your education/job do you rate as most critical?
2. What are your expectations of your future employer?
3. What did you enjoy least about your last/present job?
4. How would your friends describe? Your professors? Your co-workers?
5. Why do you want to work for us?
6. What goals have you set for yourself?
7. What can you do for us that someone else can't do?
8. How long have you been looking for a job?
9. What is the most significant thing you accomplished in your last/present job?
10. What would you say are some of the basic factors that motivate you in your work?
11. Are you familiar with OTC?
12. What kind of supervisor is likely to get the best performance out of you?
13. Can you name three things about OTC that make you want to work here?
14. What are some of your pet peeves?
15. Describe a great day at the job of your dreams?
16. What makes you proud of your work?
17. How would you describe your organizational style?
18. What were the most important projects you worked on at your last/present job?
19. What are the most important rewards you expect out of your career?
20. How long will it take for you to make a contribution?
21. What are your most outstanding qualities?
22. How did you first become interested in your subject area?
23. We're all customers. What frustrates you about customer service?
24. What are three words that describe you?
25. None of us is good at everything. What are your major weaknesses?

Acceptable Behavioral Questions:

1. Tell me about a time when you worked effectively under pressure.
2. Tell me about a time when you had to meet multiple deadlines in a short period. How were you able to accomplish this?
3. Tell me about a time when you were creative in solving a problem.
4. Tell me about a time when you persuaded team members to do things your way.
5. Tell me about a time when you wrote a program/report/strategic plan your way.
6. Please describe your last/present supervisor's management style.
7. Tell me about a time when you had to make an important decision with limited facts.
8. Tell me about a time when you said no to someone who asked you to drop everything to help him or her.
9. Tell me about a time when you were disappointed in your behavior.
10. Tell me about a time when you had to deal with an irate customer.
11. Tell me about a time when you set your sights too high.

12. If I were to interview your reporting staff members, how would they describe your strengths and weaknesses as a manager and supervisor?
13. Tell me a time when you went “out on a limb” in a job.
14. Tell me about a time when you motivated a team in a unique way.
15. Tell me about a time when you had to make a decision that you knew would be unpopular.
16. What were the biggest decisions you made in the past six months.
17. Why did you leave your last job? (Or, why do you want to leave your present job?)
18. In what ways do you expect your next job to differ from your last/present job?
19. Tell me about a time when you had a reporting employee who performed very well. The employee exceeded goals and sought more responsibility. Describe how you handled this situation day to day and over time.
20. How do you like to be managed?
21. Think of something that you consider a failure in your career. What did you learn from it?
22. Tell me about a time when your communication style made a difference in a project.
23. Can you describe a situation in which a crisis occurred and you had to shift priorities and workload quickly?
24. Can you tell me about a time when you took steps necessary to resolve a problem when it wasn't technically your responsibility?
25. Tell us about how you have handled a dissatisfied customer in the past.
26. What is your basic teaching philosophy?
27. If I were to interview people who have been your students, how would they describe your teaching style?
28. Tell us how your research has influenced your teaching. In what ways have you been able to bring the insights of your research to your courses at the undergraduate level?

Acceptable Questions to Determine Fit:

1. How do you feel about your present workload?
2. How do you think your supervisor will react when you tender your resignation?
3. Describe your dream job?
4. 4Why do you think you'll be successful in this job?
5. What past accomplishments gave you satisfaction?
6. Why have you chosen this particular field?
7. What have you learned from your mistakes?
8. How do you see OTC helping you achieve your goals?
9. What would you like to have done more of in your last/present job?
10. What aspect of this job is the least appealing?
11. What's one thing that should never be communicated in a memo or e-mail?
12. What do you do when things are slow at work?
13. The successful candidate for this position will be working with some highly trained individuals who have been with OTC for a long time. How will you fit in with them?
14. What experience do you have that qualifies you for this job?
15. How do you define employee morale?
16. What can you bring to this job from your previous experience?
17. What kind of leader are you? Please provide an example.

18. What do you like the least about supervision?
19. What experiences do you bring that involve creativity?
20. If you were hiring someone for the job you are interviewing for, what three qualities would you look for?
21. What is the most boring project you have ever worked on? How did you do on it?
22. How do you handle pressure and stress?
23. Is turnover always detrimental?
24. What qualities do you have that make you an effective team player?
25. What's one thing we could do at OTC to make our students even more satisfied with us?
26. Why do you especially want to teach at OTC? How do you see yourself contributing to our department?

Acceptable Core Competency Questions:

1. You'll be required to hit the ground running for this job. How will you be able to handle this?
2. What advice would you give to a student starting college intending to go into your field?
3. What does the word failure mean to you?
4. Why did you decide to go to college?
5. What are the advantages of diversity in the workplace?
6. What have you done to stay current in your field?
7. Why are you working in a field other than the one in which you have a degree?
8. Have you ever been put on the spot by a professor/supervisor when you felt unsure of yourself? How did you handle it?
9. Has competition had any positive or negative impact on your accomplishments?
10. Are you satisfied with the grades you received in school?
11. Can you give me three elements of your personal code of ethics for the workplace?
12. How do you manage through delegating?
13. If you are hired for this job, how will you approach the first 30 days?
14. What does the term total quality management mean to you?
15. How do you measure your success as a leader?
16. What's the hardest thing about being a leader?
17. Do you think your grades reflect your ability?
18. Some supervisors keep a very close check on their departments. Others use a loose rein. What level of control do you prefer?
19. How do you get along with people you've supervised?
20. What are the legitimate uses for office gossip or the rumor mill?
21. What experiences have you had in resolving grievances?
22. How would you describe your problem-solving ability?
23. Describe a situation in which you had to go an extra mile for a customer.
24. When do you have trouble communicating with people?
25. Are you prepared to fill in for someone who has different, even lower-level, responsibilities?

Acceptable Ethics Questions:

1. What are some of the ethical implications of criticizing the job performance of a subordinate?
2. Your boss is going on vacation for a month. Although it isn't in your job description to do so, she asks you to work for another manager in her absence. What would you say and do?
3. What are the most common ethical problems that manager face?
4. What's the unwritten ethical contract between you and the people that report to you?
5. Is honesty always the best policy?
6. How do you differentiate between fairness and justice?
7. Your supervisor tells you to do something in a manner you are convinced is dead wrong. What would you do?
8. If two managers give you two projects to be completed by the end of the day and you have time to do only one, how do you proceed?
9. Why should employees worry about doing things ethically?
10. Tell me about your morals and integrity.
11. Have you ever spent time at work on personal projects? What would you do to an employee who did this?

Acceptable Brainteasers and Business Problems:

1. Who is the toughest employer you have ever had, and in what way was he or she the toughest?
2. Have you done your best work yet?
3. Take as a given that you got this job and you have been doing it for three to six months, but things are just not working out. We are sitting here discussing the situation. What do you think you would say about what went wrong?
4. What's the most significant compliment anyone has ever paid you?
5. Have you ever had a conflict at work that you couldn't resolve? How did you handle it?
6. What would you do if everyone in your department called in sick all at the same time?
7. Describe a situation in which your work or ideas were criticized?
8. On what occasions are you tempted to lie?
9. What makes you unique?
10. What would you like to see carved on your headstone?
11. You want to go swimming in a pool. The water is a little colder than comfortable. Are you the type of person who jumps in or the type who wades in?
12. What's the difference between a manager and a leader?
13. How would you react if I told you that your interview, so far, was terrible?
14. An employee continues to make careless mistakes. How will you address the situation?
15. Do you agree with the statement that most people learn from their mistakes than their successes? Why or why not?

Acceptable Closing Questions:

1. Do you have any questions?
2. Is there anything else I should know about you?
3. What have you observed so far about OTC and the interviewers you've met?
4. We've interviewed several very good candidates, and I will admit that you are one of them. What single message would you like us to remember that will convince us that you are the one we should hire?

5. Is there anything you'd like to know about the job that would help you to do it better than anyone else?
6. Is there any question we should have asked you but did not?
7. Based on what we have discussed, how do you feel about this job?

Acceptable and Unacceptable Personal Questions

Residence

Unacceptable

1. With whom do you reside?
2. Do you live with your parents?
3. Do you own your home?
4. Do you rent your home?
5. Do you live in the city or in the suburbs?

Acceptable

1. Will you have problems getting to work by 8:00 a.m.?
2. May we have a current mailing address? (Please note that a post office box is a valid address.)

Race

Unacceptable

1. Would working with people of another race be a problem?

Acceptable

None. Asking about a person's race or color is inappropriate. Exceptions hold for employment records for an equal opportunity employer and for affirmative action status, after hiring.

Citizenship

Unacceptable

1. Are you a citizen of the United States?
2. Are your parents or spouse citizens of the United States?
3. On what dates did you, your parents, or your spouse acquire U.S. citizenship?
4. Are you, your parents, or your spouse naturalized or native-born U.S. citizens?

Acceptable

1. Are you able to provide proof of employment eligibility upon hire?
2. Can you provide proof of citizenship (passport), visa, or alien registration number after hiring?
3. If you are not a U.S. citizen, do you have the legal right to remain permanently in the United States?
4. What is your visa status (if the applicant has answered no the previous question)?

National Origin and/or Ancestry

Unacceptable

1. Where were you born?
2. In what city/country did you grow up?
3. Where are your people from?
4. How did you acquire the ability to speak, read, or write a foreign language?
5. How did you acquire familiarity with a foreign language?
6. What language is spoken in your home?
7. What is your mother tongue?
8. That's an interesting accent. What country do you come from?
9. What was your first language?
10. What languages do your parents speak?
11. Are you bilingual?
12. What's the origin of your name?
13. What language do you speak at home?

Acceptable

1. What languages do you speak, read, or write fluently? This is only acceptable when the inquiry is based on a job requirement.

Age

Unacceptable

1. How old are you?
 2. When were you born?
 3. How many years has it been since you graduated?
 4. When were you married?
 5. How old are your children?
 6. When did you graduate from high school?
 7. Would you have any difficulty working for a boss who is younger than you?
- It's unacceptable to ask any question that has the effect of identifying a person over 40 years old.

Acceptable

1. If hired, can you furnish proof of age?
2. Are you at least 18 years of age?

Disability

Unacceptable

1. What health problems do you have?
2. Do you have any disabilities?
3. Are you physically fit and strong?
4. Is your hearing good?

5. Can you read small print?
6. Have you ever been denied health insurance?
7. When were you hospitalized the last time?
8. Is any member of your family disabled?
9. Have you ever been addicted to drugs?
10. Have you ever filed for worker's compensation?
11. Do you see a physician on a regular basis?
12. When was your last medical checkup?
13. Do you have large prescription drug bills?
14. Do you have any handicaps?
15. What caused your handicap?
16. What is the prognosis of your handicap?
17. Have you ever had any serious illness?
18. Do you have any physical disabilities?
19. Have you ever received worker's compensation?
20. Do you have problems with alcohol or drugs?
21. Do you have HIV or AIDS?

It's unacceptable to ask any question that would tend to divulge handicaps or health conditions that do not relate reasonably to the level and type of fitness necessary to perform the specific job in questions.

Acceptable

1. Are you capable of performing the essential responsibilities of the job?
2. Do you need any special accommodations to perform the job you've applied for?
3. Can you lift 40 pounds five feet off the ground?
4. How many days did you miss from work (or school) in the past year? (To be acceptable, the preceding questions have to relate to the job.)

Family

Unacceptable

1. How will your husband feel about the amount of time you will be traveling if you get this job?

Questions concerning the spouse or the spouse's employment or salary, and questions about child-care arrangements or dependents in general are unacceptable,

Acceptable

1. Can you work overtime when needed?
2. Is there any reason why you can't be on the job at 7:30 a.m.?
3. Can you work weekends?
4. Can you do shift work?

Whether an applicant can meet specified work schedules or has activities or commitments that may prevent him or her from meeting attendance requirements are acceptable topics for interview questions.

Personal Finances

Unacceptable

1. What is your economic situation or status?
2. What kind of car do you drive?
3. Who paid for your education?
4. Do you have debts?
5. Do you own or rent your home?
6. How much insurance do you have?
7. What is your net worth?

Acceptable

1. Upon our job offer, can you provide a credit report?

Education

Unacceptable

1. Did you support yourself through college?
2. Did you have a college scholarship?

Any question asking specifically the nationality or the racial or religious affiliation of a school is unacceptable.)

Acceptable

All questions related to academic, vocational, or professional education of an applicant, including the names of the schools attended, degrees and/or diplomas received, dates of graduation, and courses of study are acceptable.

Arrests and convictions

Unacceptable

1. Have you ever been arrested?
2. Have you ever been in prison?

Acceptable

1. Have you been convicted of a felony?
2. Are you currently under the supervision of a state or federal criminal justice system?

It is permissible to inquire about convictions for acts of dishonesty or breach of trust. These relate to fitness to perform the particular job being applied for, as stipulated by the Federal Deposit Insurance Corporation (FDIC) requirements.

Religion

Unacceptable

1. What's your nationality?
8. Is that an Irish (or whatever) name?
9. Would working with people of another faith bother you?
10. Where were you born?
11. Is that a Jewish name?

12. What church are you a member of?
13. Do you sing in the church choir?
14. Do your children go to Sunday school?
15. What do you do on Sunday's?
16. Are you active in your church?
17. Do you pray?
18. Do you believe in God?
2. What is your religious affiliation?
3. Does your religion prevent you from working weekends or holidays?

Acceptable

1. This job requires work on weekends. Will that be a problem for you?

Personal Questions That Are Usually Acceptable If Asked In A Nondiscriminatory Manner

1. What should we know about you?
2. Tell me about yourself?
3. What was your favorite subject in school?
4. Did you have a favorite teacher?
5. What kind of person do you get along with best?
6. What magazines do you read regularly?
7. Describe your character.
8. What's the last book you read?
9. What's the last movie you saw?
10. Do you have any physical problems that may limit your ability to perform this job?
11. What do you like to do when you're not at work?
12. What hobbies do you have that might help you perform in this position?
13. Are you satisfied with what you have accomplished to date?
14. What makes you angry?
15. How do you behave when you're having problems with a coworker?
16. Do you like to travel?
17. What are your hobbies?
18. Are you an overachiever or an underachiever? Explain.
19. Are you an introvert or an extrovert? Explain.

Acceptable Questions About Money Matters

1. Can you review your salary history for me?
2. Is money important to you?
3. I understand your reluctance to commit to a salary estimate here. However, I need to know what salary you are seeking in order to know if your salary is within our range.
4. What salary, excluding benefits, are you making now?
5. What do you feel this position should pay?
6. How much money do you want to be making five years from now?

7. What sort of salary are you looking for?
8. Would you be willing to work for less?
9. How would you feel if a person reporting to you made more money than you?
10. Are you satisfied with your salary history at this point in your career?
11. Are you looking for salary advancement?
12. Do you have a minimum salary for which you will work?
13. How important is overtime to you?
14. Why are you willing to take a cut in pay?
15. This job might entail a cut in pay. Is this acceptable to you?

Acceptable Questions To Help Identify Applicants Who May Be Disgruntled

1. Tell me about a time when your employer was not happy with your job performance.
2. Have you ever had to work with a manager who was unfair to you or who was just plain hard to work with?
3. How would you define a difficult supervisor?
4. Can we check your references?
5. What kind of reference do you think your previous employer will give you? Why?
6. What causes you to lose your temper?
7. How do you handle rejection?
8. What kinds of things do you worry about?
9. What are some things that bother you?
10. What kind of situations causes you to lose your temper?
11. Describe how you would respond if your work is criticized?
12. Tell us about the worst supervisor you've worked under.
13. Can you describe some weaknesses for which you need to compensate?
14. What do you do if your boss loads you down with a great deal of work and not enough time to do it in?
15. If you were going to be fired, how would you like your supervisor to handle it?

Questions Interviewers Should Expect To Be Asked

16. Why is the position open?
17. Is this a newly created position? How long has the position been open?
18. What happened to the person who previously held this position?
19. How many employees have held this position in the last three years?
20. What's your ideal employee like?
21. What will be my first assignment?
22. What kind of person are you looking for?
23. What is the normal salary range for this job?
24. Can you tell me more about what my day-to-day responsibilities would be?
25. How would my performance be measured?
26. Who has the final say in this hiring decision?

27. To whom would I report?
28. How much supervision will I get as a new employee?
29. What are OTC's plans for expansion?
30. How does this position fit into the organizational structure?
31. What challenges might I encounter if I take on this position?
32. How long will it take for you to make a hiring decision?
33. 18. What have you liked most about working at OTC?

SAMPLE RANKING
INSTRUMENT *Accounting*
Technician Budget and Finance

Date: _____

Committee Member: _____

Applicants should be ranked between 1 (low) and 5 (high)

Question		Jane Brown	Stacy Jones	Jody Smiles	Bobby Sue	Ryan Brand
1.	Tell us about yourself.					
2.	Why do you want to work for OTC?					
3.	What experience do you have in the area of handling cash?					
4.	Can you tell us about your computer skills?					
5.	Do you have any experience with credit card transactions?					
6.	Have you had any special training or seminars?					
7.	A student comes to you and is obviously very angry. The student received a letter stating that they did not qualify for Pell money. How would you address this situation?					
8.	A student comes to you very upset because they did not receive their financial aid funds. They are demanding their funds. What would you do?					
9.	How do you think you can make a positive difference in the lives of students/prospective students of OTC?					
10.	How do you feel about flexible hours in your job environment?					
11.	How would your current or previous employer describe you?					
12.	There is a lengthy line in front of your cashier window. You can tell that the crowd is getting angry and looking right at you. What do you do?					

Spur of the moment questions:

13.						
14.						
15.						
	RANKING TOTAL					

COMMENTS:

Brown, Jane	
Jones, Stacy	
Smiles, Jody	
Sue, Bobby	
Brand, Ryan	

OZARKS TECHNICAL
COMMUNITY COLLEGE

MEMO

TO: Hal Higdon, Ph.D.
Chancellor

Alice Ramey
Director of Human Resources

FROM: Marla Moody, Vice Chancellor for Finance

DATE: August 1, 2011

RE: Recommendation for Employment – Accounting Technician

An interview committee has screened, tested and reviewed several applicants for the above noted vacant position. This action is based on the previous work experience, educational qualifications and testing outcomes of the selected candidate.

Pending reference and background checks, I would like to recommend XXXXXXXX for the open position, Accounting Technician. XXXXX qualifications, professionalism during the interview, plus her customer service experience indicate that she is the outstanding candidate.

XXXXX has been employed with Dixie Stampede in Branson, Missouri, for the past three years and previous to that with Chateau on the Lake. She will graduate from Missouri State this Friday with a Bachelor of Science in Administrative Management. On her application, XXXXX stated, "I believe in OTC's mission and I strongly support the organization. I love helping students try to achieve their educational goals." This is the type of employee I feel we should be encouraging and cultivating.

I would like to suggest a hire date of September 1, 2011, with a beginning salary of \$XX,XXX. I look forward to discussing any questions. Thank you for considering this recommendation.

.....

Approved by _____ on _____
Hal Higdon, Ph.D., Chancellor *date*

Sample letter for those interviewed but not hired.

[Insert Date]

[Applicant Name]
[Applicant Address]
[City, State ZIP]

Dear [Applicant Name]:

On behalf of Ozarks Technical Community College, thank you for interviewing for the position of [Insert Position Title]. While we greatly appreciate your interest in OTC, I want to inform you that we have selected another candidate for the position.

We hope that you continue to have interest in employment at OTC. You may visit our Office of Human Resources website at www.otc.edu/humanresources to view other positions available.

Again, we thank you for your interest in employment at OTC.

Sincerely,

[Name]
Vice Chancellor for [Insert Department]