staff recruitment and selection
procedures manual for hiring managers and supervisors

Equal Employment Opportunity Statement

The University of Nebraska-Lincoln (UNL) seeks to achieve a working and learning environment that is open to all people. Diversity is the hallmark of great institutions of learning has long been one of the strengths of our society. Dignity and respect for all in the UNL community is the responsibility of each individual member of the community. The realization of that responsibility across the campus is critical to UNL's success.

UNL has a policy of equal educational and employment opportunities and of nondiscrimination in the classroom and workplace. Educational programs, support services and workplace behavior, including decisions regarding hiring, promotion, discipline, termination and all other terms and conditions of employment, should be made without discrimination on the basis of age, race, ethnicity, color, national origin, gender, sex, pregnancy, disability, sexual orientation, genetic information, veteran's status, marital status, religion or political affiliation.

Table of Contents

Introduction

UNL ITS is committed to equal employment opportunity for all, regardless of race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation, disability, or status as a veteran.

Hiring supervisors are charged with the immediate responsibility for recruiting, supporting, assisting, mentoring, and, thus, retaining employees with a diversity of backgrounds and experiences. ITS HR is available to assist and direct supervisors in these activities.

The purpose of this manual is to equip ITS hiring managers for staff vacancies within UNL ITS with the means to ensure that every search provides each job seeker with equal access to the entire process and equal opportunity throughout the process. The following pages set forth the required procedures, practices, and requisite forms to use in UNL ITS' commitment to these objectives and are to be undertaken for every staff search within ITS. The ultimate goal of the selection process is to positively contribute to the University's effort to recruit, select, and retain the best candidate for each job.

Recruitment and Selection Process Goals

Recruitment

- To attract highly qualified individuals to UNL ITS and UNL

- To provide an equal opportunity for potential job seekers to apply for vacancies

Selection

- To systematically collect information about each job seeker's ability to meet the requirements of the advertised position

- To select a candidate that will be successful in performing the tasks and meeting the responsibilities of the position

Process Overview

Successful Search Checklist

Completed	Task	Responsible Party (ies)
☐	Review and update job description for vacant/new position.	Hiring Supervisor and ITS HR
☐	Submit a signed copy of the Position Funding and Authorization Form to ITS HR.	Hiring Supervisor
☐	ITS HR will contact Hiring Supervisor to finalize job description and develop a hiring plan.	ITS HR
☐	Post vacant/new position.	ITS HR/UNL HR
☐	Job seekers apply online for position.	Job Seekers
☐	Develop a set of position-specific interview questions to be consistently used when interviewing all potential candidates.	Hiring Supervisor and ITS HR
☐	For Managerial/Professional positions the Hiring Supervisor is provided all applications that have been received by the review date and evaluates the credentials of applicants based upon minimum and preferred qualifications using the Applicant Log provided. For Office/Service positions ITS HR will review the applications for minimum qualifications and will provide the Hiring Supervisor with the top candidates.	Hiring Supervisor* and ITS HR
☐	Return the Applicant Log with the top candidates selected for interview to ITS HR for processing through EAD.	Hiring Supervisor
☐	Provide ITS HR with availability for interviews.	Hiring Supervisor*
☐	Invite candidates for interview, conduct interviews using job-related interview questions, and document candidate responses.	Hiring Supervisor* and ITS HR
☐	Select the top candidate based on established job-related criteria.	Hiring Supervisor*
☐	Check references and document responses.	ITS HR
☐	ITS HR will contact Hiring Supervisor/Director to discuss salary offer.	ITS HR
☐	Make conditional offer to top candidate.	ITS HR
☐	Conduct background check.	ITS HR
☐	Determine start date and confirm the offer and/or acceptance in writing with a letter.	ITS HR
☐	After receiving written notification of the acceptance, notify unsuccessful Interviewees that they were not selected.	ITS HR
☐	Remove the vacancy from posting and complete the post hire details.	ITS HR
☐	Return all hiring documentation used throughout the hiring process to ITS HR.	Hiring Supervisor*

*Please note: Hiring Supervisor activities may include or be delegated to a search committee

Posting a Position

Job Announcement

In accordance with UNL's Equal Employment Opportunity Statement, all regular vacancies must be listed with UNL HR for announcement through normal job posting procedures.

When a regular vacancy occurs or a regular new position is established, ITS HR will notify ITS Staff by the most effective means. An announcement concerning the open position will include job title, job summary and minimum skills, experience and educational requirements.

Job Description and Position Funding and Authorization Form

When a Managerial/Professional or Office/Service vacancy occurs, or a new position is created a Position Funding and Authorization Form must be submitted to ITS HR. The current job description should be reviewed, and if any revisions are made, approval must be obtained from the area Director, as appropriate. The hiring supervisor must obtain budget approval and prepare the Position Funding and Authorization Form, obtaining the required signatures for posting the requested position.

Once the Position Funding and Authorization Form is received by ITS HR, the job description will be reviewed and ITS HR will contact the hiring supervisor to discuss necessary information, such as the minimum qualifications and salary. The job description will then be forwarded to UNL HR for classification and posting. **A well-written job description will yield the best results when searching for applicants.**

The Position Funding and Authorization Form can be found at http://its.unl.edu/hr

Waiver Procedures

In order to achieve equal access and equal employment opportunity, it is generally necessary to post all positions. There are unusual circumstances under which a waiver of posting may be permitted. Instances in which waivers may be permitted include:

- A current UNL employee whose position is being eliminated due to a reduction-in-force.

- This position will exist only if this individual with unique education, training, and experience is interested and available.

- As part of the recruitment in another unit on campus, the candidate is a qualified "dual-career" spouse or partner.

In such instances, appropriate documentation must be submitted to ITS HR to be reviewed prior to submitting to EAD (Equity, Access and Diversity) for approval of a waiver of position. Required documentation includes the following:

- Job description and Position Funding and Authorization form.

- A copy of the candidate's resume.

- A detailed rationale for the waiver request.

The Search Committee

While a Search Committee is no longer required for most positions, the hiring supervisor or Director may deem the use of a search committee as essential to the success of the search.

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 ITS and University policies regarding the search process in order to assure the prospect of a successful search.

It is possible that the Search Committee could be the only personal contact that the candidates will have with the University. Therefore, the Search Committee is provided with an excellent opportunity to enhance the reputation of not only ITS but the University of Nebraska. Always keep in mind that while a Search Committee is evaluating a candidate, the candidate is also evaluating the Search Committee, Information Technology Services and ultimately the University.

Forming the Search Committee

The Search Committee should have members who have legitimate and direct interests in the selection process. Criteria used in selecting the Search Committee members often include the following:

- Knowledge of the substantive area

- Demonstrated ability in promoting a deliberative process

- Strong interpersonal and recruitment skills

The members of the Search Committee should possess sensitivity to affirmative action issues. Women and minorities from within the unit should be represented on all Search Committees to offer diverse perspectives and different ideas that may enhance efforts to recruit and evaluate candidates.

However, since these individuals tend to be asked frequently to serve on an array of committees, this may not always be feasible. There is no objection to including women and minorities from other departments to help in the search process.

Search Process Seminars

All Search Committee members are required to have taken the Search Process Seminar provided by UNL EADP. This educational seminar covers legal issues and University policies and procedures.

EADP offers two types of search process seminars:

Orientation Seminar: a 90 minute session that covers the basics. If this is your first time on a search committee or if you last attended a search seminar prior to January 1, 2007, you are required to attend this seminar.

Update Seminar: a 60 minute session for search committee members who have not attended a search seminar within the last three years. This seminar covers changes in the law and topics that will provide committee members with the necessary tools to deal with current search issues.

To enroll for a Search Process Seminar or to check your status please contact ITS HR.

The Charge

The charge to the Search Committee must be clear and precise. Ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points.

Ideally, a Search Committee should be as small as possible, yet large enough to include as many legitimate interests as possible. It must be remembered that it takes time to meet as often as a Search Committee will find necessary. The more members, the more difficult it is to have everyone present for the meetings – all of which is crucial.

Typical Duties of the Search Committee

1. Review applicants to determine if the applicants meet the advertised minimum qualifications.

2. Complete the Applicant Log and return to ITS HR for processing.

3. Develop a list of core interview questions to ask candidates related to the essential duties of the position.

4. Participate in a formal interview.

5. Participate in final evaluation and formulation of recommendation.

6. Attend all meetings and maintain appropriate confidentiality about Search Committee meetings.

Enlarging the Pool of Applicants

One of the most important elements of the search process is creating a broad and diverse applicant pool. To do this there are several avenues that the hiring supervisor can pursue.

Advertising

To create a broad, rich and diverse applicant pool, hiring supervisor should consider advertising in a variety of publications and contacting a variety of professional organizations. Advertising in appropriate publications and contacting relevant organizations will not only assist in enlarging the applicant pool, but will also convey the commitment of Information Technology Services and UNL to recruit women, minorities, individuals with disabilities and veterans.

All advertising, including any form of announcement whether by e-mail, letter, the Web, etc., must be approved prior to publication by ITS HR. ITS HR will verify that the advertisement contains consistently correct minimum qualifications and includes at minimum the following equal opportunity statement: *UNL is committed to a pluralistic campus community through affirmative action, equal opportunity, work-life balance, and dual careers.*

Networking

The informal, word-of-mouth approach to recruitment is one of the most successful practices for identifying potential applicants. In addition to advertising the position in publications targeting traditional and underrepresented groups, hiring supervisors may also consider contacting personal contacts, professional associations that they are associated with and looking within ITS and UNL for potential candidates.

Evaluating Applicant Credentials

The Evaluation Process

During the evaluation process, it is vital to eliminate any stereotypical ideas based on an applicant's race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation, disability, or status as a veteran. Applicants with disabilities must be evaluated in terms of the actual job requirements, with thought given to reasonable accommodations that can be made to enable them to perform the position's essential functions.

It is important that the initial criteria set be applied to all job seekers throughout the selection process and that all phases be properly documented.

Once the hiring supervisor has been given the resumes and/or applications to review, the evaluation process begins. The hiring supervisor and search committee members are to review all resumes and/or applications before determining which applicants to interview.

The hiring supervisor and search committee members should use the Applicant Log as their evaluation tool.

The Applicant Log

The applicant log is an evaluation tool that each committee member should complete as they are reviewing the resumes and/or applications.

The applicant log is a tool to help focus on the most qualified applicants by sorting the applicants according to their qualifications.

Once the hiring supervisor and search committee have screened all applicants and determined the short-list candidates, the applicant log should be returned to ITS HR for additional review by Equity, Access and Diversity.

Consistency in Handling Applicants

Uniformly apply the selection system to all applicants. For selection criteria that are deemed to be essential components of the job, it is difficult, if not impossible, to explain why a certain criterion is necessary for successful job performance if there is a lack of consistency regarding that component within the hiring process.

6

CHAPTER

The Interview

Guidelines for Conducting Interviews

By the time most job applicants reach the actual selection interview, they have already been screened for their education and experience and are considered to possess at least the minimum job qualifications. The purpose of the interview should be to collect additional information on the candidate's job-related knowledge, skills, and abilities that would be helpful in deciding whether he/she is likely to succeed in the job. The degree to which the interview is valid is the extent to which it predicts job success. A positive impression about ITS and UNL can be solidified during candidate interviews. The guidelines below will assist you in developing an atmosphere conducive to a productive interview:

- Structure the interview as much as possible.

- Give adequate advance notice so the candidate can prepare for the interview.

- Eliminate interruptions.

- Ensure that the environment is comfortable and non-threatening.

- Greet the candidate and establish rapport.

- State the purpose of the interview: to gather relevant information in order to make a selection decision and answer the candidate's questions related to the job.

- Explain the format of your interview and interview process as a whole.

- Share pertinent background information about the job, ITS and UNL.

- Use open-ended questions to begin gathering information, making the candidate feel comfortable while maintaining his/her self-esteem.

- Take notes! All notes should be related to the job. It is required that interviewers record the candidate's answers to the interview questions, noting any relevant observations during the interview.

- Be prepared to be a resource to the candidate on topics related to employment at UNL, such as medical benefits, disability accommodations, vacation policies, retirement plans and dress codes. A candidate from outside the local area may also appreciate information about the local community.

- Remember that interviewers are representing ITS and UNL to the candidates chosen for interviews. Think about why a candidate should choose ITS and UNL as an employer.

- Answer questions and allow the candidate to add information.

Simple courtesy and the spirit of equal opportunity demands that all candidates be treated equitably during their interview and campus visit. When feasible, similar events should be scheduled, interviews with the same ITS personnel should be arranged, and an equal amount of time should be allotted for each candidate. Additionally, the same set of core interview questions must be asked of each candidate.

Conducting Interviews

As an employer, you want to select the best-qualified candidate for the position. Hiring supervisors have the critical responsibility to select employees on the basis of job-related qualifications in accordance with all applicable laws and regulations and must carefully define the position and the qualifications it requires. Well-planned interviews can help ensure the best match for the job. For a hiring process to be effective, everyone involved must be aware that significant legal guidance exists that directs an employer's selection decisions.

The Equal Employment Opportunity Commission (EEOC) has developed a uniform set of guidelines for employers to follow when using pre-employment selection procedures as a basis for any employment decision. They apply to all selection criteria, including educational degree requirements, job experience, and skills evaluations. Under the guidelines, selection criteria must be validated and may not have a disparate impact on applicants in protected classes. An employment practice has a disparate impact if it has a significant adverse impact on a protected group.

The employer must make every effort to ensure that all employment selection tools directly relate to successful job performance. Evaluation criteria should be carefully chosen based on relevance to successful job performance. However, if these desired qualifications are not really required for this position and disproportionately screen out applicants in protected classes, they may be discriminatory. Similarly, subjective procedures may discriminate if they adversely affect a protected class of applicants.

Hiring supervisors wishing to use tests during the interview process must consult with ITS HR before doing so. Tests used in applicant selection must be validated prior to implementation.

A Legal and Meaningful Interview

When employers seek information from job candidates, they should ask themselves: (1) Will the answers to this question, if used in making a selection, have a disparate effect in screening out candidates in protected classes? and (2) Is this information essential to judge a candidate's qualifications for this job? The guidelines on the following pages will help in conducting a legal and meaningful interview.

Federal, State and Local Employment Laws

In addition to the EEOC guidelines, many state and federal laws and regulations govern employment practices and affect the hiring process.

Interviewing Pitfalls

Common Interviewing Mistakes

- Failure to put the candidate at ease
- Leading questions – signaling expected answers to questions or leading to preferred answer
- Failure to actively listen
- Dominating the interview
- Failure to probe – lack of follow-up questions to clarify ideas
- Failure to plan for the interview
- Asking hypothetical questions – behavior-based questions elicit more useful information
- Personal bias used during interview
- Asking yes/no versus open-ended questions

Personal Biases in Interviewing

- Making judgments too early in the process
- Stereotyping
- Personal similarity
- Oversimplification
- False criteria

7

CHAPTER

Interview Questionnaire Guide

When developing interview questions, consider the following:

- ask only for information that will serve as a basis for the hiring decision, and

- know how the information will be used to make the decision.

Hiring supervisors should develop questions based on each major task and responsibility in the position description and on the knowledge, skills and abilities required by the position. Problem-solving questions that allow the candidate to think creatively should be included. When possible, refrain from asking questions that elicit a "yes" or "no" response.

The following Interview Questionnaire Guide provides hiring supervisors with a resource from which to select questions that will help identify the candidate who will be most successful in a position. Because research has shown that past behavior is predictive of future behavior, the questions are behavior-based. They will prevent a supervisor from missing important information, overlooking job motivation and organizational fit, and asking illegal, non-job –related questions. The same set of questions should be used to interview all candidates.

Background Review

Application/Resume

The following questions are designed to confirm the information on the candidate's resume. Verify the address and phone numbers provided on the application. If there are changes, advise the candidate to update his/her resume through the applicant tracking system.

Educational Background

- How have your educational and work experiences prepared you for this position?

- What aspect of your education applies to this position?

- What training opportunities have you taken advantage of and why?

Employment Background

- How does your current job qualify you for this position?

- What are/were your major responsibilities at (present/most recent job)?

- Ask questions to discuss/determine skills and level of expertise related to (position title).

- What do/did you like best about that position? What do/did you like least?

Interview Questions

The following sections provide sample questions to be used in evaluating various performance factors. All questions in each section need not be asked; however, each candidate should be asked the same initial set of questions.

The following sample questions are not an exhaustive list of performance factors; ITS HR can provide additional questions that address other performance factors, if necessary.

Accountability

Following is a list of sample questions designed to gather information about an individual's 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?
- Tell us about an occasion when you chose, for whatever reason, not to finish a particular task?
- Tell us about a time your supervisor was absent and you had to make a decision?
- What steps have you taken to enable you to become more effective in your team?
- What have you done to become more effective in your career?
- 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?
- How do you motivate yourself to complete unpleasant assignments?
- Would you rather design/develop plans and procedures or implement/manage them? Why?
- Have you had to make and/or implement an unpopular decision/policy and why did you make the decision or support the decision?

Adaptability

Following is a list of sample questions designed to gather information about an individual's ability to adapt to various situations.

- What types of people do you get along with best?
- How do you work with people whom you don't get along with?
- What role do you play in ensuring a smooth working environment?
- Have you worked for more than one manager and how did you cope with it?
- Give us an example of a crisis situation you were involved in and what did you do to help resolve it?
- What professional situations cause you to feel awkward and how do you handle them?
- How many projects can you handle at a time? Give an example when this occurred.
- How do you prioritize your projects?
- How do you handle repetitive tasks?
- Tell us about a time you had to go above and beyond the call of duty?
- How many levels of management do you deal with?
- Describe a situation when your work was criticized. How did you react?
- 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?
- What type of work environment appeals to you most?
- How do you deal with conflict?
- In what kinds of situations do you find it most difficult to deal with people?

7

CHAPTER

Communication

Following is a list of sample questions designed to gather information about an individual's communication skills. This section also includes observations to be made during the interview

- Tell us about the kinds of communication you use at work?
- 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 co-workers? Do you feel you were effective?
- How do you communicate with co-workers whom you have personal problems with?
- 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?
- Have you ever had to give an employee bad news (vacation denied etc.)? How did you deliver this information?
- 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?
- What are the reasons for communicating upwards to your superiors?
- How would your supervisor rate your communications skills?
- Have you ever had to criticize or tell your supervisor you were wrong? How did you do this?

Interviewer's Observations

- Consider if the candidate is able to express himself/herself effectively and in a well-organized manner.
- Observe the candidate's non-verbal communication.
- Consider whether the candidate's grammar, sentence structure, etc., are appropriate to the requirements of the position.

Customer Quality Focus

Following is a list of sample questions designed to gather information about an individual's focus on customer service.

- What does good customer service involve?
- What does good customer service involve?
- What are the steps involved in successfully handling an irate customer?
- Tell us about how you have handled a dissatisfied customer in the past.
- Tell us about your experience in dealing with the public.
- 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?
- Tell us about your experience in working a customer service counter.
- Name two criteria essential to establishing effective service standards.
- What are some of the ways to measure customer/user satisfaction?
- What steps can you take to establish a "customer first" attitude in the organization?
- If you wanted to improve the service that you provide to your customers, what would you do first? What efforts have you made in your job to improve the level of customer satisfaction?

7

CHAPTER

Inclusiveness

Following is a list of sample questions designed to gather information about an individual's ability to work with diverse groups within our organization.

- Define diversity.
- Tell us about a situation in which you were required to work with diverse groups of people within your organization?
- 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?
- In what kinds of situations do you find it most difficult to deal with people of varying interest or different background?
- To what extent have you worked in an ethnically, socio-economically, and/or culturally diverse community?
- Tell us about your experience in dealing with a variety of different people.

7

CHAPTER

Leadership

Following is a list of sample questions designed to gather information about an individual's utilization of appropriate interpersonal styles and methods in guiding individuals or a group toward task accomplishment.

- 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.
- In a professional setting, are you a member or a leader of a team?
- Define leadership.
- What personal qualities should a leader have?
- What is your strongest leadership skill and how will it assist you for this job?
- Provide us with an example of your leadership ability.
- What is the importance of leadership in the organization?
- What role does leadership play for a supervisor or manager?
- What have you done to develop your leadership skills?
- Tell us about a situation in which you demonstrated your leadership ability.
- What is the difference between a leader and a manager?
- Discuss the different styles of leadership you use in accomplishing your management role.
- What motivational techniques do you use with your work unit?
- What can a supervisor do to enhance an employee's job and the employee's motivation?
- What motivates employees?
- A subordinate has not been successful on a task, how do you offer constructive feedback?
- What are some of the ways in which a supervisor can motivate staff? Or de-motivate staff?
- Tell us about a situation where you motivated your staff to extraordinary accomplishments.
- Cite some of the circumstances under which a leader is not successful. What do you attribute this lack of success to?

CHAPTER

7

Occupational Knowledge/Technology Orientation

Following is a list of sample questions designed to gather information about an individual's past work experience, duties, and working conditions that are similar to those of the position for which the individual is being considered.

- What steps have you taken to enable you to become more effective in your position and
- What strengths will you bring to this position?
- One of the responsibilities of the position is to better utilize technology when performing the functions of the office. Assuming that there is little use of technology in our office, what would you do to enhance the utilization of technology here?
- If we were to offer you this position, how do you imagine that you would spend your first two weeks?
- What computer software (word processing, spreadsheets, database) programs are you most comfortable using? What specifically did you do with Excel or Access database etc?

7

CHAPTER

Team Focus

Following is a list of sample questions designed to gather information about an individual's ability to work and get along with others.

- How do you establish working relationship with new people?
- How do you see your responsibilities as a group member?
- 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 qualities do you have that make you an effective team player?
- Do you work better by yourself or as part of a team?
- What can you contribute to establish a positive working environment for our team?
- What type of people do you work best with?
- What factors would you consider in assembling a project team?
- Name some of the pitfalls to be avoided in building an effective team.
- Give us examples where you introduced ideas or processes that have made a team become more productive?
- What actions can a supervisor take to establish teamwork in the organization?
- What are the advantages, if any, of establishing team goals as opposed to individual goals?

Supervision and Management Experience

Following is a list of sample questions designed to gather information about an individual's ability as a supervisor or other management experience.

- What experience have you had in supervision?
- What is the role of a supervisor?
- What experience have you had in resolving grievances?
- What experience have you had in investigating discrimination/sexual harassment complaints?
- What do you like the best about supervision?
- What do you like the least about supervision?
- What has been your most positive experience in supervision?
- What has been your most negative experience in supervision?
- Which aspect of supervision did you feel the most comfortable with?
- Which aspect of supervision did you feel the least comfortable with?
- Give us an example of a situation that you handled which would demonstrate your ability to supervise.
- Have you had any experience in applying the provisions of the Americans With Disabilities Act?
- Having supervisory experience you may have run into problems with a member of your staff. What type of problem did you encounter and how did you handle it?
- What aspect of supervision is most difficult for you and why?
- What aspect of supervision is the easiest for you and why?
- Tell us about your most difficult supervisory experience and how did you handle it?
- Tell us about your most difficult supervisory experience and what did you learn from it?
- Have you hired staff? What qualities did you look for?
- Tell us about your experience in supervising clerical staff.
- What experience have you had in supervising field workers?
- Tell us about your experience in supervising professional staff.
- Tell us about your experience in supervising technical staff.
- Have you had an opportunity to supervise staff in a number of different functions, such as professional and clerical? Tell us about your experience.
- Have you supervised volunteers? Tell us about your experience.
- Under which circumstances would you refer an employee to the employee assistance program?
- What is the most challenging situation that you've had with your subordinate supervisors? How did you handle it?
- How would you assess your ability as a supervisor?
- Describe your most ideal and least ideal boss?
- What work-related items have you been criticized for in the past two years?
- What characteristics are most important in a good manager/supervisor? How have you displayed them?

7

CHAPTER

Judgment and Problem Solving

Following is a list of sample questions designed to gather information about an individual's judgment and problem solving abilities.

Judgment

- Describe a project that best demonstrates your analytical ability?
- Tell us about a situation where you made a mistake. How did you handle the mistake and what was the resolution?
- Under what circumstances should you bypass your supervisor and go to your supervisor's supervisor?
- Give us a situation that illustrates your ability to exercise good judgment.
- In instances where you are required to assert yourself, what do you do to assert yourself effectively?
- 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?
- Provide us with an example of your problem-solving ability.
- 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?
- What are the benefits of participative problem solving?
- When you are confronted with an unprecedented decision, what do you do?

7

CHAPTER

Strengths and Weaknesses

Following is a list of sample questions designed to gather information about an individual's strengths and weaknesses.

Strengths

- We are looking at a lot of great candidates; why are you the best person for this position?
- What are your three personal strengths?
- What can you contribute to our organization?
- Assume that you're one of the top 2 candidates for this position; tell us what may set you apart from the other candidate?
- What are your strengths?
- Give us three adjectives that others would use to describe you?
- What makes an individual successful and why do you think that these attributes make someone successful?
- What part of your current job are you the most comfortable with?
- What are your strong points and how have they helped you to succeed?
- What skills do you have that you feel could enhance this position?
- What do you know about our organization?
- Where do you think your interest in this career comes from?
- What motivates you to improve and progress in your career and why are you motivated by these things?
- To what do you owe your present success?
- What goals have you set for yourself? How are you planning to achieve them?
- Tell us about a situation that would exemplify your integrity.

Weaknesses

- What is your greatest weakness?
- Name your three greatest weaknesses.
- Which is the worst of your three greatest weaknesses and why?
- What are your weaknesses?
- What part of your current job are you the least comfortable with?
- What are your weak points and how have you overcome them?
- What about yourself would you want to improve
- In which area do you need to make improvements in?
- What are the three areas in which people would say you need to improve?

7

CHAPTER

Closing the Interview

At the end of the interview, it is important to ensure that no questions have been overlooked and encourage the candidate to suggest anything that might expand on or clarify his/her training and experience. It is advisable to inform the candidate of the schedule for filling the position, how many candidates are being interviewed, and how and when the hiring supervisor will communicate his/her employment decision.   If hiring supervisors have questions about the interview and selection process, they should contact ITS HR.

Conducting Reference Checks

ITS HR will conduct reference checks for all regular and temporary Managerial/Professional and Office/Service positions. ITS HR will explain to candidates at the interview that they will be contacting employment references following the interview. Candidate requests will be honored, if at all possible. For example, should a candidate request that ITS HR not contact his/her current employer until the candidate is the finalist for the position, if possible, this request would be honored. A candidate's current position could be jeopardized if his/her supervisor is made aware of the candidate's job search. It is also more appropriate to conduct a reference check once a finalist has been identified.

Questions used for checking references will be work related, such as dates of employment, job titles and duties, length of service in each position, promotions, demotions, attendance, salary, reason for termination, and other information for which the responder may have documentation. Subjective information or information that could be considered discriminatory will not be part of the discussion.

Because information gathered through reference checks is confidential, ITS HR will only communicate to those who have a business need to know. A sample list of reference check questions is provided in Appendix A.

ITS HR will obtain a minimum of two successful reference checks for the candidate whom we plan to extend an offer. If possible, contact with the current or most recent supervisor will be made. Each reference check will be appropriately documented.

8

CHAPTER

Extending an Offer of Employment

ITS HR will contact the selected candidate by telephone to offer the position contingent upon a successful background check. Once the background check has cleared, ITS HR will officially offer the position, providing information such as salary, benefits, hours of work, specific job title, starting date, and any other appropriate conditions about employment will be conveyed at that time. When the candidate has accepted the position, ITS HR will follow up with a formal offer letter and notify the hiring supervisor/committee of the acceptance.

Benefits

ITS HR will discuss the employment benefits associated with the position and answer any pertinent questions the candidate may have or will refer the candidate to UNL Benefits. The benefits offered at UNL can be found online at http://hr.unl.edu/benefits

Offer Letter

ITS HR will provide the successful candidate with the formal letter of offer, which will contain the following information:

- Official position title and working title, if appropriate

- Effective date of employment, and if appropriate, ending date of the appointment

- Full-time salary rate

- Reference to the terms of the probationary status, if applicable

- Reference to benefits, if applicable

9

CHAPTER

Closing the Search

After the successful candidate has accepted the offer, ITS HR will update the applicant tracking system, noting that the successful candidate has accepted the position and is not to be contacted for other vacancies.

Notification of Unsuccessful Candidates

Following the acceptance of the offer by the top candidate, ITS HR will notify the other candidates that were interviewed of their status.   Applicants who were not interviewed will be notified through the applicant tracking system as to the filled status of a position for which they applied.

Documenting the Search

Hiring supervisors and search committees must document searches to ensure compliance with UNL and the U.S. Department of Labor records retention requirements. Information documenting recruitment and selection procedures should be retained for all searches. All hiring documentation must be sent to ITS HR to be maintained for four years. The documentation is utilized in the event of an audit and provides legal justification for the hiring decisions that were made.

10

CHAPTER

Position and Funding Authorization

Name (if known) _____

Type of Appointment:

☐ M/P ☐ O/S ☐ Faculty ☐ Temp/OnCall ☐ Student/Grad

NEW APPOINTMENT

Department/Work Area: _____

Position Title: _____

Position Number: _____ FTE: _____

Source of Funds: _____

Cost Object: _____

Proposed Salary/Wage: _____ Pay Grade: _____

Total Budgeted Amount: _____ Benefits: _____

Appointment Date: Begin: _____ End _____

Brief description of duties: _____
_____
_____

APPOINTMENT CHANGE

Title/Position: _____

Type of Change: ☐ Reclass ☐ Wage Change ☐ FTE ☐ Other _____

Date of Change: _____
(MM/DD/YYYY)

Explanation: _____
_____
_____

RESIGNATION

Title/Position: _____

Type of Resignation: ☐ Resignation ☐ Termination ☐ Other _____

Last Day of Work: _____
(MM/DD/YYYY)

Explanation: _____
_____
_____

Requestor: _____ Date: _____

DEPARTMENT APPROVAL

Signature: _____ Date: _____

DEAN/DIRECTOR APPROVAL

Signature: _____ Date: _____

Appendix

A

Reference Check
Concerning a Prospective Employee

NOTE: This list includes suggested questions. Please select questions you wish to use and ask the same questions of each person for each candidate.

My name is (_____) and I work in the (department) at (institution). We are filling a position within our department and would like to verify employment information on (applicant's name), who was employed by you from (beginning date) until (ending date).

1. What was the nature of his/her job?

2. What did you think of his/her work?

3. What are his/her strong points?

4. What are his/her weak points?

5. How did he/she get along with other people?

6. Would you comment on his/her:
    Attendance:
    Dependability:
    Ability to take on responsibility:
    Ability to follow instructions:
    Degree of supervision needed:
    Overall attitude:
    Quality of work:
    Quantity of work:

7. Why did he/she leave the position? Would you re-employ? Yes or No Why not?

8. Is there anything else you would like to comment on regarding (applicant's name) employment or job performance?

Sample Letter of Offer / New Hire

(To be printed on department letterhead)

Inside Address

Salutation:

Congratulations and welcome to the University of Nebraska – Lincoln. I am very pleased that you have chosen UNL as your career choice and I am happy to offer you the position of ___ in our department, at a monthly salary/hourly wage* of $___ effective ___.

New employees come to the University of Nebraska-Lincoln in a probationary status. In this regard, I invite your careful attention to the information on the enclosed sheet that defines the terms of probationary and regular employee status. If the information sheet does not arrive with this letter, please call me. If you have questions about any of this information, you may call Employee Relations at 472-3106. Under separate cover you will receive information describing the University's benefits package. You will have up to 30 days from the start of employment in which to enroll for applicable benefits. Please contact us if you are interested in a free 30-day temporary campus parking permit.

As a member of the University family, you may also want to take a look at the following web site to review some of the many benefits that UNL employees receive: http://hr.unl.edu/er/employeeservices.shtml

Please acknowledge receipt of this letter in writing, and if you accept the position, please also confirm your starting date and salary. Information about New Employee Orientation is now located on the web at the following address: http://hr.unl.edu/er/neo. If you have any questions regarding your employment, please feel free to contact Human Resources (402-472-3101) at any time. Again, welcome and I hope that you find your career here at UNL to be a challenging and rewarding one.

Sincerely,

(Hiring official)

Enclosure: Information Sheet

B

Information Sheet

UNIVERSITY OF Nebraska Lincoln

Employment Information Sheet

The following information is given to clarify conditions of employment for office/service and managerial/professional employees at the University of Nebraska-Lincoln. Employee Relations in the Department of Human Resources (472-3101) is available to answer questions you may have about this.

Human Resources Policies and Procedures

As a regular employee of UNL, it is important for you to become familiar with the Human Resources Policies and Procedures. The Human Resources Policies and Procedures are available for review on the Human Resources home page: http://hr.unl.edu/policies . If you want to view printed copies of the policies, you may inquire in your department or in Human Resources (472-3101). As you review the policies, you should keep in mind some basic concepts. Our relationship as employer and employee is based on mutual respect and consent and, therefore, will continue only as long as both parties find the relationship to be satisfactory. Accordingly, you are free to terminate your employment with proper notice whenever you feel it would be in your best interest to do so. By the same token, UNL reserves the same right to terminate employment whenever, in the discretion of UNL, it is felt necessary to do so. This is known as employment at-will, and all employment policies are subject to this overriding principle.

Required Hiring Documentation

New employees will be asked to complete numerous forms on or before their first working date. In addition to the W4, bank deposit information, and Form I-9, you will be asked to present your social security card to the hiring manager. Effective January 2005, all new and rehired UNL employees must present a valid Social Security card as a condition of employment in compliance with U.S. Internal Revenue Service regulations.

Please note that we do not require Social Security card to fulfill the requirement of Form I-9. Employees may provide any of the documents listed within Form I-9 to fulfill this requirement. Completion of Form I-9, which verifies citizenship/work authorization, is a requirement of the U.S. Department of Justice regulations.

Original Probation Status

New employees come to UNL in a probationary status for a period of six months. If circumstances warrant, probation may be extended for three months for a total probationary period of nine months. UNL adheres to employment-at-will principles, which allow employees to terminate employment at any time and permit UNL to terminate employment on the same basis. During your probationary period, you may terminate your employment with no advance notice. Likewise, your employment may be terminated by UNL with no advance notice as provided in Sections 101 and 110 of the Human Resources Policies and Procedures.

Regular Employee Status

Regular employees may terminate employment at any time and for any reason with appropriate notice.
Regular managerial/professional employees may terminate employment with ninety days advance notice, and regular office/service employees may terminate employment with two weeks advance notice. Likewise, UNL may terminate employment on the same basis as provided in Section 110 of the Human Resources Policies and Procedures.
Regular employment may also be terminated by UNL with no notice if that termination is for cause as provided in Section 109 of the Human Resources Policies and Procedures.

Sample Letter to Unsuccessful Candidates - Interviewed

(Printed on Departmental Letterhead)

Inside Address

Salutation:

We have reached another stage in our review and consideration of the credentials of the candidates for the position of ___ within our department at the University of Nebraska-Lincoln. While we were pleased to interview you for the position, we have made a decision based on qualifications related to our vacancy and have offered the position to another candidate.

Thank you for your interest and your time. We wish you future success in your career aspirations.

Sincerely,

(Hiring official)

Appendix

B

Sample Letter to Unsuccessful Candidates - Not Interviewed
(Printed on Departmental Letterhead)

Inside Address

Salutation:

We have reached another stage in our review and consideration of the credentials of the candidates for the position of ___ at the University of Nebraska-Lincoln. From the original group of applicants, we have selected a small number of candidates whose credentials will receive further review and who may be invited for interviews.
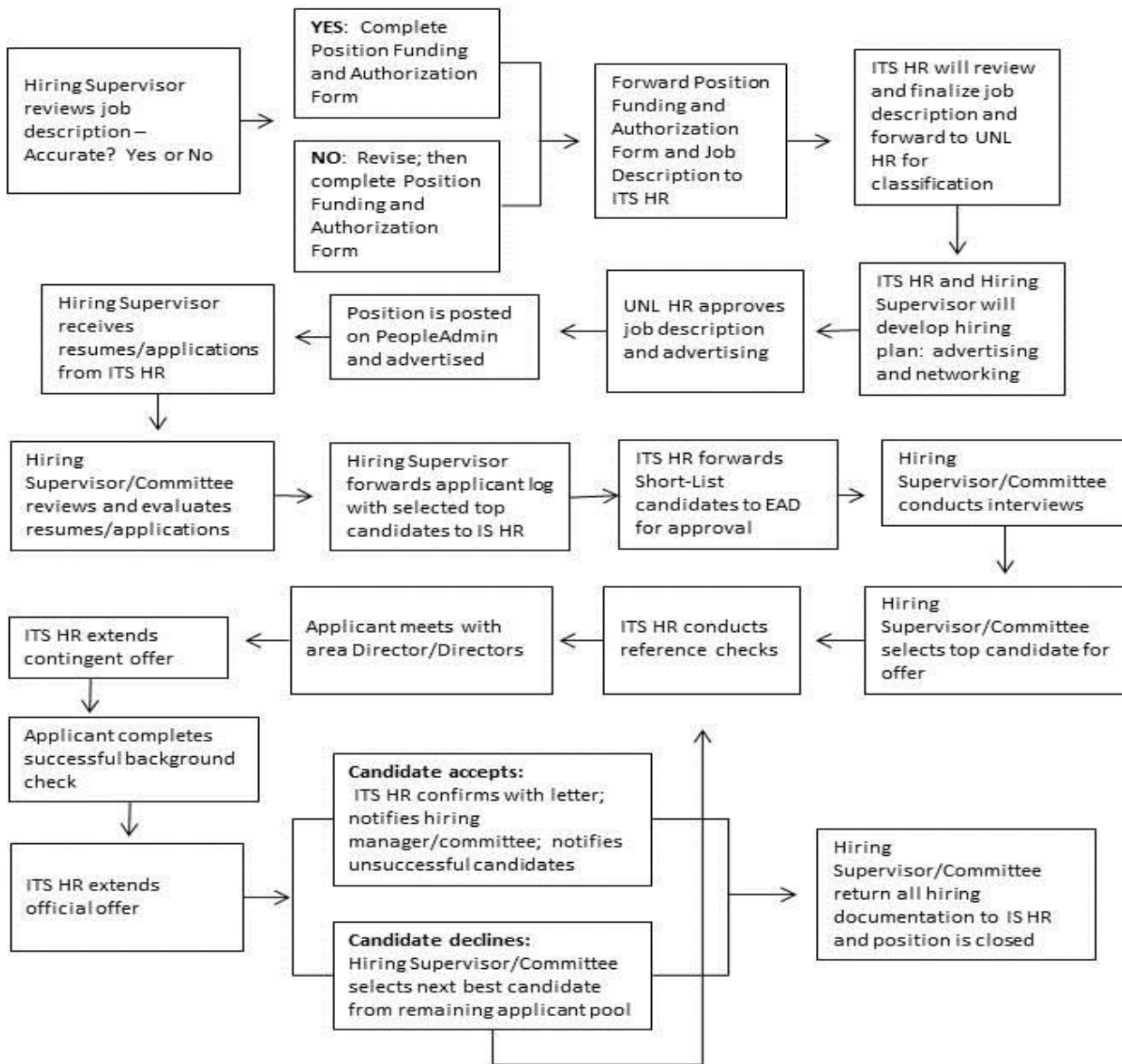
We were pleased to consider you for the position. However, I am sorry to inform you that you are not among those receiving further consideration.

We thank you for your interest in the position and wish you future success in your career aspirations.

Sincerely,

(Hiring official)

Hiring Supervisor reviews job description – Accurate? Yes or No

YES: Complete Position Funding and Authorization Form

NO: Revise; then complete Position Funding and Authorization Form

Forward Position Funding and Authorization Form and Job Description to ITS HR

ITS HR will review and finalize job description and forward to UNL HR for classification

ITS HR and Hiring Supervisor will develop hiring plan: advertising and networking

UNL HR approves job description and advertising

Position is posted on PeopleAdmin and advertised

Hiring Supervisor receives resumes/applications from ITS HR

Hiring Supervisor/Committee reviews and evaluates resumes/applications

Hiring Supervisor forwards applicant log with selected top candidates to IS HR

ITS HR forwards Short-List candidates to EAD for approval

Hiring Supervisor/Committee conducts interviews

Hiring Supervisor/Committee selects top candidate for offer

ITS HR conducts reference checks

Applicant meets with area Director/Directors

ITS HR extends contingent offer

Applicant completes successful background check

ITS HR extends official offer

Candidate accepts: ITS HR confirms with letter; notifies hiring manager/committee; notifies unsuccessful candidates

Candidate declines: Hiring Supervisor/Committee selects next best candidate from remaining applicant pool

Hiring Supervisor/Committee return all hiring documentation to IS HR and position is closed

C1 ● ●

ITS HR and UNL HR Contacts for Recruitment and Selection

ITS HR Staff

Lisa Vogt – Asst. Director IT HR   2-2309

Colleen Huls – Personnel Coordinator   2-2131

Karen Gatherer – Director, IT Administration & Business   2-4333

UNL Human Resources   **2-3101**

UNL Benefits Office   **2-2600**

UNL Equity, Access and Diversity Programs   **2-3417**

Information Technology Services

Ph; 402.472.4242
Fax: 402.472.5280
http://its.unl.edu