



Search Committee Handbook

Human Resource Department

2018

Florida State College at Jacksonville is a member of the Florida College System and is not affiliated with any other public or private university or college in Florida or elsewhere.

Florida State College at Jacksonville does not discriminate against any person on the basis of race, color, ethnicity, genetic information, national origin, religion, gender, marital status, disability, or age in its programs or activities. Inquiries regarding the non-discrimination policies may be directed to the College's Equity Officer, 501 West State Street, Jacksonville, Florida 32202 | (904) 632-3221 | equityofficer@fscj.edu.

Florida State College at Jacksonville is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the baccalaureate and associate degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, or call (404) 679-4500 for questions about the accreditation of Florida State College at Jacksonville. The Commission is to be contacted only if there is evidence that appears to support an institution's significant non-compliance with a requirement or standard.

Table of Contents

INTRODUCTION	2
<i>Purpose of the Handbook</i>	2
EQUAL ACCESS/EQUAL OPPORTUNITY.....	4
INCREASING DIVERSITY IN THE HIRING PROCESS	5
THE RECRUITMENT AND SELECTION PROCESS.....	6
<i>Initiating the Recruitment and Selection Process/The Hiring Process</i>	6
<i>Advertising/Posting Positions</i>	6
<i>Search Process</i>	8
<i>Faculty Transfer</i>	8
<i>Hiring Temporary Part-Time Staff</i>	9
<i>Hiring Acting Interim Staff</i>	12
<i>Hiring Student Workers</i>	13
<i>Hiring Adjunct Faculty</i>	13
<i>Hiring Full-Time Faculty</i>	13
FORMING A SEARCH COMMITTEE.....	14
<i>Faculty Search Committees</i>	14
ROLES AND RESPONSIBILITIES OF THE SEARCH COMMITTEE CHAIRPERSON, INCLUDING BEST PRACTICES	15
ONBOARDING PROCESS	17
VETERANS PREFERENCE GUIDELINES.....	20
<i>Veteran's Preference Frequently Asked Questions</i>	21
THE INTERVIEW PROCESS: USE OF BEHAVIORAL INTERVIEW TECHNIQUES	25
COMPLETION OF THE SELECTION PROCESS: ROLES AND RESPONSIBILITIES OF HIRING MANAGER	27
<i>Notification to Applicants</i>	27
<i>Maintaining the Search Records</i>	27
HIRING EMPLOYEES THROUGH TEMPORARY AGENCIES	28
GENERAL FREQUENTLY ASKED QUESTIONS	29

I. INTRODUCTION

Purpose of the Handbook

Selecting an individual for employment with Florida State College at Jacksonville is one of the most important roles you will perform. Every vacancy presents an opportunity to increase the proficiency of staff and “raise the bar” on the standards required for our human capital. The mission and vision associated with our College and the ultimate success of our students in the workplace and community require us to hire top talent. Having highly skilled, motivated employees whose actions and behaviors are consistent with the mission and vision of the organization is a standard we must achieve with every hiring decision.

In the current economic climate of constrained resources, selection decisions become even more consequential and not easily reversed. A review of industry turnover data indicates the following:

- “The cost of losing an employee in the first year is estimated to be at least three times salary” –The Wynhurst Group, a Virginia based Human Resources consulting firm
- “22% of staff turnover occurs in the first forty-five days of employment”—The Wynhurst Group
- “48% of rookies wash out in their first 18 months” found a study of 20,000 new hired employees—Leadership IQ
-

This type of data supports the need for an effective search and selection process where job and organizational fit is assessed using objective criteria and behavioral interviewing.

The employees we select are also a reflection of the College within the larger Northeast Florida community. As one of the major employers in the region, Florida State College at Jacksonville employees are also community assets. Therefore, selecting staff that will be effective ambassadors for the College is another criterion for selection.

The purpose of this handbook is to ensure that consistent and excellent selection processes and procedures are in place for all jobs within the College. It is written as a practical guide for search committee chairpersons to supplement our formal College policies around recruitment and selection, all of which conform to applicable equal employment opportunity commission guidelines. By using this handbook as a guide, we hope to create an optimal experience for committee members and the very best hiring decisions for the College.

Florida State College at Jacksonville has [Administrative Procedure Manual \(APM\) sections](#) dedicated to:

- »» [The Selection of Full-Time Administrative and Professional Employees](#)
- »» [The Selection of Full-Time and Regular Part-Time Career Personnel](#)
- »» [The Selection and Employment of Sponsored Project Personnel](#)

- »» [Advertising and Recruitment of Employees](#)
- »» [The Appointment of Acting Interim Personnel](#)
- »» [Criminal History Records](#)
- »» Adjunct faculty hiring practices, outlined in the [Application for Faculty Credentialing](#)
- »» Full-Time faculty hiring procedures in the [Collective Bargaining Agreement](#)

II. EQUAL ACCESS/EQUAL OPPORTUNITY

To further its goal of equal opportunity for all employees and prospective employees without regard to gender, race, color, religious creed, national origin, age, sexual orientation, gender identity, physical or mental disability, and/or protected veteran status or any other characteristic protected by applicable law, the College states as its policy the following:

It will be the policy of the College, in accordance with all applicable laws, to recruit, hire, train, and promote persons in all job titles without regard to gender, race, color, religious creed, national origin, age, sexual orientation, gender identity, physical or mental disability, and/or protected veteran status or any other characteristic protected by applicable law.

All employment decisions shall be consistent with the principle of equal employment opportunity, and only job-related qualifications will be required.

All personnel actions, such as compensation, benefits, transfers, social and recreational programs, etc. will be administered without regard to gender, race, color, religious creed, national origin, age, sexual orientation, gender identity, physical or mental disability, and/or protected veteran status or any other characteristic protected by applicable law.

[Board Rule - Equal Access/Equal Opportunity: Non-Discrimination, Harassment or Retaliation](#)

III. INCREASING DIVERSITY IN THE HIRING PROCESS

Increasing diversity of staff is very consistent with our college wide goals around cultural appreciation, social responsibility and multicultural awareness. Increasing diversity should be a significant part of each step of the hiring process. Advertising channels can be used to increase the diversity of the applicant pool, and minority representation should always be included on the search committee. Some tips to building a diverse applicant pool with effective advertising include:

- Request that the Human Resources Department advertise in a variety of media with a targeted diverse readership.
- Advise the Human Resources Department if you know of institutions with strong graduate programs for women and minorities in the discipline you are recruiting.
- Advise the Human Resources Department if you know of specific professional organizations, associations and agencies that have a job referral service targeted to a diverse readership.

Please remember—**never** ask applicants about their marital status, race, gender, sexual orientation, religion, nationality, age, or disability. **These are illegal questions.** Instead, concentrate on applicants' diverse experience, education, and attitude.

IV. THE RECRUITMENT AND SELECTION PROCESS

Initiating the Recruitment and Selection Process/The Hiring Process

The recruiting and selection process begins when approvals have been received for a vacant position to be filled. Three critical roles in the recruitment and selection process are the: hiring manager; supervising administrator and the search committee chairperson. The hiring manager is the leader to whom the position will report and the supervising administrator is the administrator of the department with the vacant position. In some cases, the hiring manager and supervising administrator are one in the same. The supervising administrator will appoint a search committee chairperson who may also be the hiring manager.

The hiring process is as follows:

1. Complete and submit a [vacant and new position](#) form in PeopleSoft to be approved by the hiring manger, the associated cabinet member, budget, and compensation. For newly created job description, ensure the job description has been created and approved by the director of employment (Sonja Cross) prior to submitting the VNP Form. **Please note: Vacant and new position forms are now completed electronically in PeopleSoft and paper VNP forms are no longer accepted.**

Navigation Process:

Main Menu > HCM > Self Service > Vacant/New/Reallocated Position

2. The electronically VNP request, after being submitted though PeopleSoft, will need to be approved by: hiring manger, the associated cabinet member, budget and compensation.

- *Step by step instructions for completing the VNP form are available by selecting the “Instructions” tab at the top of the form.*

A screenshot of a web-based application interface. At the top, there is a horizontal navigation bar with three tabs: 'Form', 'Instructions' (which is highlighted with a red rectangular box), and 'Attachments'. Below the navigation bar, the main content area has a title 'Vacant/New/Reallocate Position'.

3. The compensation and benefits manager (*Judy Robbins*) verifies the position data and forwards the electronic VNP form, to the director of employment (*Sonja Cross*).
4. Human Resources employment staff receives the VNP form and creates the job posting in PeopleSoft.
5. Human Resources employment staff may email the job posting information to the hiring manager to verify the content of the posting. Human Resources employment will post the position.
6. Administrative, professional and career positions are posted in PeopleSoft for a

minimum of seven (7) calendar days. Instructional (Faculty) positions are posted in PeopleSoft for a minimum of twenty (20) calendar days. When specified by the hiring administrator to advertise in appropriate local or national publications, a position will remain open as long as necessary to receive responses to the advertisement(s) and to attract a sufficient number of qualified applicants. Hiring administrators may show preference to current employees by selecting from internal applicants who apply within the first three (3) days of the initial posting. Current employees that receive a College paycheck, including student workers, are considered internal.

7. Employment staff reviews all applications in PeopleSoft, grants access for hiring managers and search committee members (if known) to review the job posting, and “Route” applicants who meet the minimum qualifications for search committee review in PeopleSoft.

8. Employment staff will send an email to the hiring manager stating that they are able to review applicants only in the “Route” disposition in PeopleSoft.

9. Hiring department selects a search committee (Career positions in Pay Grades 1-13 do not require a search committee - it is optional) to begin the interviewing process on the prospective candidates.

10. Hiring department inputs interview information in PeopleSoft on all candidates scheduled for interview.

11. Once a candidate has been selected by the committee or hiring manager, the designated member navigates to the “Interview” button of the prospective candidate in PeopleSoft and under “final recommendation” selects “020 Make Offer” to inform the Human Resources employment staff of the selection.

Please note: A verbal offer must be made and accepted by the candidate before the designated member selects “020 Make Offer” in PeopleSoft.

12. Employment staff, after receiving the “020 Make Offer” automated email, will contact hiring manager and ask/confirm:

- Have you made the verbal offer to the candidate?
- Who is the hiring manager for this candidate?
- This is the salary/rate of the position_____.
- When is the tentative start date of the candidate?

13. For any salary amendments beyond the advertised salary, you must contact the compensation and benefits manager (Judy Robbins) for approval. Career salaries generally are placed at the entry step of the career position.

14. The following new hire/new position appointment paperwork is completed by the hiring manager and submitted to the Employment team:

A. Administrative and/or professional positions require the candidate's highest level

- official transcript(s) - (Requires timely and appropriate consideration by the District Board of Trustees (DBOT)).
- B. Faculty positions require all official transcripts - (Requires timely and appropriate consideration by the DBOT).
- C. Career positions require the candidate's highest level official transcript(s) - (Requires timely and appropriate consideration by the District Board of Trustees (DBOT)).

15. For ALL full-time and regular part-time positions the employment staff ensures the background and drug screening, (if applicable to the position) are completed, with satisfactory results, prior to the start date of the employee.

16. Once satisfactory background and drug screening results (if applicable to the position) are received, the employment staff schedules an appointment with the prospective candidate for them to complete the new hire paperwork and register for the onboarding session and benefit enrollment meeting (as needed).

17. The employment team notifies the hiring manager with an agreed start date, in accordance with payroll deadlines, as well as a scheduled onboarding session and benefits enrollment appointment for full-time new hires. The supervising administrator assumes the responsibility for ensuring part-time employees are informed of all relevant College rules, procedures and programs.

Search Process

Career positions are posted for seven (7) calendar days with a specific position close date. Administrative and professional positions are posted for seven (7) calendar days and full-time instructional positions are posted for a minimum of twenty (20) calendar days with a specific review date and remain open until the position is filled.

After the position closes or the review date has passed, within 5-7 working days, the Human Resources employment staff reviews all applications in PeopleSoft, grants access for hiring managers and screening committee members (if known) to review the job posting, and "Route" applicants who meet the minimum qualifications for screening committee review in PeopleSoft. Employment staff will send an email to the hiring manager stating that they are able to review applicants only in the "Route" disposition in PeopleSoft. Since administrative, professional and instructional positions are posted as "open until filled", the hiring manager may request additional qualifying applications from the Human Resources Department until such time as a candidate has been selected.

Faculty Transfer

In accordance with [Article 17 of the Collective Bargaining Agreement](#), full-time faculty members shall have the right to seek a transfer to an announced vacancy for which they meet the advertised minimum qualifications, as follows:

- When a faculty vacancy becomes available and is approved to be filled through the College's standard employment processes, regularly appointed full-time faculty

- may apply for a transfer.
- Full-time faculty will be provided notice that a faculty vacancy will be advertised through the College's email system. Interested faculty must then notify the director of employment (or designee) within 10 workdays by email if there is an interest in being considered for transfer.
 - Full-time faculty transfer applicants who meet the minimum qualifications for the position and who have an overall satisfactory evaluation rating on the most recent evaluation will be considered for the position before external applicants, including adjunct instructors.

A transfer search committee shall be appointed by the hiring manager to review the request(s) for transfer. The committee shall be composed of a minimum of three (3) members, the majority of whom shall be faculty, and shall include at least one (1) faculty member from the specific discipline of the position. Adjunct instructors are not eligible to serve. The transfer search committee chairperson shall be either the appropriate campus dean or designee. The Associate Provost / A.V.P. / V.P. will make the recommendation for transfer or will deny the transfer request. In the event that a transfer request is denied and before external applications are opened for search committee review, the Associate Provost / A.V.P. / V.P. will notify the transfer applicant in writing as to the reason for denial of the transfer request and shall state the specific criteria used to reach the decision.

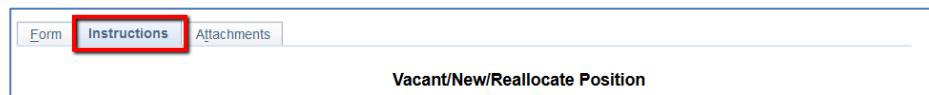
Hiring Temporary Part-Time Staff (Advertised position):

Temporary part-time personnel are defined as personnel employed directly by the college on an as-needed basis receiving an hourly rate of pay and no employee benefits. The hiring manager is authorized to recommend the employment of temporary part-time personnel to meet college needs, subject to approval by the hiring administrator. The hiring manager is responsible for completing and submitting the [vacant and new position form \(VNP\)](#) form in PeopleSoft to be approved by the hiring manger, the associated cabinet member, budget, and compensation.

Navigation Process:

Main Menu > HCM > Self Service > Vacant/New/Reallocated Position

- Step by step instructions for completing the VNP form are available by selecting the "Instructions" tab at the top of the form.



1. The compensation and benefits manager (*Judy Robbins*) verifies the position data and forwards the electronic VNP form, to the director of employment (*Sonja Cross*).
2. Human Resources employment staff receives the VNP form and creates the job posting in PeopleSoft.
3. Human Resources employment staff may email the job posting information to the hiring

manager to verify the content of the posting. Human Resources employment will post the position.

4. Administrative, professional and career positions are posted in PeopleSoft for a minimum of seven (7) calendar days. Hiring administrators may show preference to current employees by selecting from internal applicants who apply within the first three (3) days of the initial posting. Current employees that receive a College paycheck, including student workers, are considered internal.
5. Employment staff reviews all applications in PeopleSoft, grants access for hiring managers and search committee members (if known) to review the job posting, and “Route” applicants who meet the minimum qualifications for search committee review in PeopleSoft.
6. Employment staff will send an email to the hiring manager stating that they are able to review applicants only in the “Route” disposition in PeopleSoft.
7. Hiring department selects a search committee (Career positions in Pay Grades 1-13 do not require a search committee - it is optional) to begin the interviewing process on the prospective candidates.
8. Hiring department inputs interview information in PeopleSoft on all candidates scheduled for interview.
9. Once a candidate has been selected by the committee or hiring manager, the designated member navigates to the “Interview” button of the prospective candidate in PeopleSoft and under “final recommendation” selects “020 Make Offer” to inform the Human Resources employment staff of the selection.

Please note: A verbal offer must be made and accepted by the candidate before the designated member selects “020 Make Offer” in PeopleSoft.

10. Employment staff, after receiving the “020 Make Offer” automated email, will contact hiring manager and ask/confirm:

- Have you made the verbal offer to the candidate?
- Who is the hiring manager for this candidate?
- This is the salary/rate of the position_____.
- When is the tentative start date of the candidate?

11. For any hourly rate amendments beyond the advertised hourly rate, you must contact the compensation and benefits manager (Judy Robbins) for approval. Career salaries generally are placed at the entry step of the career position.

12. The following new hire/new position appointment paperwork is completed by the hiring manager and submitted to the Employment team:

- A. Administrative and/or professional positions require the candidate’s highest level

- official transcript(s) - (Requires timely and appropriate consideration by the District Board of Trustees (DBOT)).
- B. Faculty positions require all official transcripts - (Requires timely and appropriate consideration by the DBOT).
- C. Career positions require the candidate's highest level official transcript(s) - (Requires timely and appropriate consideration by the District Board of Trustees (DBOT)).
- 13.** For ALL full-time and regular part-time positions the employment staff ensures the background and drug screening, (if applicable to the position) are completed, with satisfactory results, prior to the start date of the employee.
- 14.** Once satisfactory background and drug screening results (if applicable to the position) are received, the employment staff schedules an appointment with the prospective candidate for them to complete the new hire paperwork.
- 15.** The employment team notifies the hiring manager with an agreed start date, in accordance with payroll deadlines. The supervising administrator is responsible for ensuring that temporary part-time personnel recommended for employment meet the minimum requirements. The hiring manager assumes the responsibility for ensuring the employee is informed of all relevant College rules, procedures and programs.

Please note: Temporary part-time employees are limited to working 2080 hours per assignment. Once that number has been reached an employee must transition to a regular part-time position.

Hiring Temporary Part-Time Staff (Non-Advertised position):

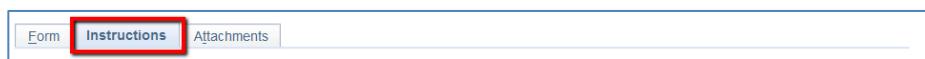
Temporary part-time personnel are defined as personnel employed directly by the college on an as-needed basis receiving an hourly rate of pay and no employee benefits. The hiring manager is authorized to recommend the employment of temporary part-time personnel to meet college needs, subject to approval by the hiring administrator. The hiring manager is responsible for completing and submitting the [vacant and new position form \(VNP\)](#) form and the [Recommendation to Hire](#) form in PeopleSoft.

Navigation Process:

Main Menu > HCM > Self Service > Vacant/New/Reallocated Position

Main Menu > HCM > Self Service > Recommendation to Hire

- Step by step instructions for completing the VNP form and the Recommendation to Hire form are available by selecting the "Instructions" tab at the top of the form.



Once the [vacant and new position form \(VNP\)](#) form and the [Recommendation to Hire](#) form are submitted in PeopleSoft, they both need to be electronically approved by the hiring manager, the associated cabinet member, budget and compensation. The compensation and benefits manager (*Judy Robbins*) verifies the position data and forwards both

electronic forms to the director of employment (*Sonja Cross*).

The Employment team will start the hiring process on the prospective candidate which will include obtaining satisfactory background and drug screening results (if applicable to the position). Additionally, the prospective candidate will meet with the Human Resources Employment team to complete the new hire paperwork.

The supervising administrator is responsible for ensuring that temporary part-time personnel recommended for employment meet the minimum requirements. The hiring manager assumes the responsibility for ensuring the employee is informed of all relevant College rules, procedures and programs. **Please note: Temporary part-time employees are limited to working 2080 hours per assignment. Once that number has been reached an employee must transition to a regular part-time position.**

Hiring Interim Staff

In the event a career position of pay grade fourteen (14) or above or an administrative/professional position becomes vacant and the job duties cannot be assumed by existing staff, an administrator may request that the position be filled on an interim basis. Any salary adjustment will be made according to the board approved pay plan. A current college employee accepting the assignment on an interim basis will return to their regular college position at the previous pay level when the interim appointment is completed. An employee filling a vacant position on an interim basis is eligible for a regular appointment only when the individual has applied for the job through standard College procedures. No single interim appointment shall exceed twelve (12) months.

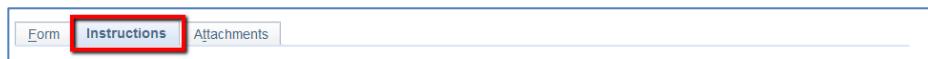
The hiring manager is responsible for completing and submitting the [vacant and new position form \(VNP\)](#) form and the [Recommendation to Hire](#) form in PeopleSoft.

Navigation Process:

Main Menu > HCM > Self Service > Vacant/New/Reallocated Position

Main Menu > HCM > Self Service > Recommendation to Hire

- *Step by step instructions for completing the VNP form and the Recommendation to Hire form are available by selecting the “Instructions” tab at the top of the form.*



Once the [vacant and new position form \(VNP\)](#) form and the [Recommendation to Hire](#) form are submitted in PeopleSoft, they both need to be electronically approved by the hiring manager, the associated cabinet member, budget and compensation. The compensation and benefits manager (*Judy Robbins*) verifies the position data and forwards both electronic forms to the director of employment (*Sonja Cross*). After approval from all parties, the Employment team will start the hiring process on the selected candidate.

Hiring Student Workers

Student workers are engaged to supplement the regular workforce of the College and to develop skills that will improve their employability after graduation by assisting with non-confidential work or serving in a technical capacity as lab tutors or peer helpers. Detailed procedures covering the college work-study program, the student assistant program and master students can be found on our [Student Employment](#) page and should be coordinated with the office of financial aid. For additional information on student workers please view the [Student Workers Handbook](#).

Hiring Adjunct Faculty

All prospective adjunct instructors will need to complete an application on our Florida State College at Jacksonville job [website](#). Adjunct instructor applications are separated into different Academic Schools each with their own underlying disciplines associated with that “School”. After reviewing the job posting and a hiring manager identifies a potential candidate for adjunct employment, the hiring manager should:

- 1) Contact the applicant and make a verbal offer.
- 2) Complete the [Application for Faculty Credentialing](#) and submit to HR.

- Make sure all official transcripts are attached to the [Application for Faculty Credentialing](#) before it is submitted for approval.

Once the application is received, Human Resources we will review the form and attached documents and begin the hiring process on the prospective candidate.

Please note: Current adjunct instructors who have not taught for more than one (1) year will need to be “rehired” in PeopleSoft. These instructors will need to follow the same hiring procedures as hiring a new prospective applicant who has never been an employee at Florida State College at Jacksonville.

Hiring Full-Time Faculty

Full-Time faculty hiring procedures are outlined in [Article 17-A of the Collective Bargaining Agreement](#) and are as follows:

When a prospective candidate is selected to fill a full-time faculty position, the following documents must be completed and sent to Human Resources prior to the candidates desired start date:

- 1) [Application for Faculty Credentialing](#)
- 2) [Faculty Workload document](#)
- 3) [Calendar of Work Days](#)

Once all items are received, Human Resources will review the forms and attached documents and begin the hiring process on the prospective candidate.

VI. FORMING A SEARCH COMMITTEE

The College is committed to search committees composed of a diverse group of individuals. Not only does this diversity represent the makeup of the College but a diverse search committee brings together individuals with a vast array of perspectives to provide viewpoints and perceptions on candidates based on the committee member's experiences and backgrounds. This wide spectrum of backgrounds ensures that applicants are considered equitably throughout the process and helps with identifying the most qualified person.

All full-time faculty, administrative and professional and career positions, regular part-time and full-time, in pay grade 14 or above, are filled using a committee. The primary role of the search committee is to review all applications forwarded by the Human Resources Department in terms of credentials and qualifications based on the posted job description with emphasis on both the minimum and preferred qualifications, skills and experiences. The hiring manager appoints a search committee chair, which may be a self-appointment.

- For career jobs level 1-13, the hiring manager has the option of using a committee or performing the hiring process personally. The committee for career positions should be composed of a minimum of three (3) members and include at least one representative from the Career Employee Council group.
- Committees for administrative/professional positions should be made up of at least five (5) members with representation from each employee group.

For administrative/professional positions, [APM 03-0304](#) allows the search committee chairperson to identify candidates from the approved list to be interviewed.

Faculty Search Committees

[Article 17-A: Vacancies of the Collective Bargaining Agreement](#) outlines the procedures for filling full-time faculty positions. Search committees for single vacancy full-time faculty positions should be made up of at least five (5) members, the majority of whom are required to be full-time faculty. Additionally, a minimum of two (2) members of the committee shall be from the campus where the vacancy resides.

If there are two (2) or more vacant positions at the same time in the same discipline and those positions are assigned to different campuses, the hiring manager may appoint one (1) college wide committee to fill the vacancies. That committee shall be composed of a minimum of seven (7) members, the majority of whom shall be full-time faculty, not including the chairperson. A minimum of two (2) members of the committee shall be from the specific discipline of the advertised position. When possible, the committee shall include at least one (1) faculty member from the discipline from each of the campuses where the vacancy exists.

VI. ROLES AND RESPONSIBILITIES OF THE SEARCH COMMITTEE CHAIRPERSON, INCLUDING BEST PRACTICES

The search committee chairperson has multiple responsibilities including:

- Identification of committee members.
- Ensuring committee members have access to all applications.
- Establishing the process by which applications will be evaluated.
- Along with team members, identify an ideal candidate profile based on the minimum and preferred qualifications.
- Conducting comprehensive reference checks on each semi-finalist candidate prior to conducting the semi-finalist interviews. Candidates may be eliminated from the semi-finalist pool on the basis of reference information obtained.
 - Maintain all evidence of moving applicants through the process.
 - Documenting interview outcomes consistent with the agreed upon evaluation process.
 - Ensuring all applicable federal, state and college policies are followed.
 - Collecting all appropriate search records (discussed in detail later in document).

Best Practices Include:

Develop a schedule for the entire process and share with all committee members so that all members can schedule their time. Reserve rooms with appropriate equipment for telephone, Skype and/or face-to-face interviews.

For the initial review of applications, a value system should be assigned for each evaluation criteria and applied consistently for all applicants.

A numerical score should be assigned to each applicant and based on the total score the team should identify the top 9-10 candidates for the first follow up interview (usually a telephone interview).

Before the first interviews occur, the committee chairperson should develop and secure team agreement to a set of interview questions and criteria for moving the top 5-6 candidates to the next interview phase, which is usually a face-to-face or Skype interview. Use a group process to identify those candidates scored highest by each committee member and select the top 5-6.

Before the second phase interview occurs (face-to-face or Skype) the committee chair should develop and secure team agreement to the list of interview questions and the evaluation criteria for moving a minimum of three (3) candidates forward to the hiring manager for final decision making. Use a group process of identifying those candidates scored highest by each committee member and select the top three (3). Prepare the recommendation of top three (3) candidates to the hiring manager.

ROLE OF THE SEARCH COMMITTEE AND EACH SEARCH COMMITTEE MEMBER

In general, the role of the search committee is to act as a collaborative body throughout the process of filling a vacant College position to identify top talent and best fit for the position. The activities are related to the fair and equitable assessment and evaluation of identified candidates.

The committee serves in an advisory capacity, with the final selection/recommendation decision left to the hiring administrator. The committee will schedule interview dates, coordinate interview logistics, conduct interviews and develop an instrument or rubric for candidate evaluation based on the description of the position to be filled.

A member of the search committee is expected to:

- Be fair and objective in assessing the background, experience, and preparation of an applicant.
- Maintain confidentiality of information and committee conversation.
- Provide candid, thoughtful feedback during committee deliberations that reflects the committee member's best professional judgment.
- Maintain personal notes throughout the process and provide to the committee chairperson at the end of the search process, whether a selection has been made or not. Ensure that the selection criteria are applied consistently to each candidate.
- Represent the broad diversity that is the strength of our College and appreciate the variety of perceptions and viewpoints search committee members bring.
- Ensure a positive interview climate and develop favorable question/answer opportunities which allow candidates to present their strengths and fit for the position.
- Attend all meetings of the committee and advise the chairperson in advance if unable to attend.
- Help plan and facilitate campus or department activities for candidates and finalists, as appropriate.
- Demonstrate courtesy, openness, and respect to each candidate and one another throughout the process.
- **Advise the college equity officer if there are any concerns about the search process being inconsistent with Board Rule 6Hx7-2.1 Equal Access/Equal Opportunity and/or Board Rule 6Hx7-2.26 Discrimination, Harassment or Retaliation. The confidential equity line is 632-3321.**

VII. ONBOARDING PROCESS

Once a candidate has been offered a position, Human Resources is dedicated to providing all prospective employees an efficient and informative onboarding experience. By providing support to new employees throughout the onboarding process, the College will ensure that all federal and state guidelines for employment are met and the necessary tools to carry out their job duties are provided as quickly as possible.

The Onboarding process consists of two parts:

- 1) Pre Hire
- 2) New Hire

PRE HIRE

- Human Resources will inform the prospective employee of all the necessary background checks and documentation that needs to be completed and/or submitted before he/she can begin working for Florida State College at Jacksonville.

****All Pre Hire requirements must be met prior to completing the New Hire Process****

NEW HIRE

- Human Resources will schedule a meeting with the new employee in person (if possible) once all background checks have successfully been completed and all necessary documents are received.

PRE HIRE RESPONSIBILITIES – New Employee

Department Responsibilities:

- Extend verbal offer to candidate
- Prompt candidate to complete Human Resources pre hire requirements

Human Resources Responsibilities:

- Send offer letter
- Send email with background check procedures
- Provide benefits packet (if needed)
- Notify candidate of other requirements as needed

Employee Responsibilities:

- Complete Pre Hire requirements:
 - Background check
 - Drug screening (if needed)
 - Driver's license check (if needed)

- Order official transcripts (if needed)

NEW HIRE RESPONSIBILITIES – New Employee

Department Responsibilities:

- Provide employee account information to access my.fscj.edu. The hiring manager will receive an email containing a username and password for the new employee to access my.fscj.edu within 24 hours of the actual start date. If an email and/or user account is not received within that time period, Information Technology must be contacted for support
- Ensure workspace is ready by employee start date

Human Resources Responsibilities:

- Verify satisfactory background checks
- Verify receipt of all pre hire documents
- Schedule new hire paperwork meeting
- Review new hire paperwork for accuracy
- Notify hiring manager of start date
- Create employee in PeopleSoft
- Schedule new employee and benefit orientation session (if needed)

Employee Responsibilities:

- Meet with Human Resources to complete new hire paperwork
- Provide all missing documents to Human Resources
- Complete benefit packet (if needed)
- Attend new employee and benefit orientation session (If needed)

PRE HIRE RESPONSIBILITIES – Transfer/Current College Employee

Department Responsibilities:

- Extend verbal offer to employee
- Prompt employee to complete Human Resources pre hire requirements
- Coordinate transfer start date with current supervisor

Human Resources Responsibilities:

- Send offer letter
- Send email with background check procedures (if needed)
- Provide benefit packet (if needed)
- Notify candidate of other requirements as needed

Employee Responsibilities:

- Complete pre hire requirements:

- Background check (if needed)
- Drug screening (if needed)
- Driver's license check (if needed)
- Order official transcripts (if needed)

NEW HIRE RESPONSIBILITIES – Transfer/Current College Employee

Department Responsibilities

- Ensure workspace is ready by employee start date

Human Resources Responsibilities:

- Verify satisfactory background checks (if needed)
- Verify receipt of all pre hire documents (if needed)
- Schedule new hire paperwork meeting (if needed)
- Review new hire paperwork for accuracy (if needed)
- Notify hiring manager of start date (if needed)
- Transfer employee in PeopleSoft
- Schedule new employee and benefit orientation session (if needed)

Employee Responsibilities:

- Meet with Human Resources to complete new hire paperwork (if needed)
- Provide all missing documents to Human Resources (if needed)
- Complete benefit packet (if needed)
- Attend new employee and benefit orientation session (if needed)

VIII. VETERANS PREFERENCE GUIDELINES

In accordance with Board Rule, 6Hx7-3.2, as provided by Statute 295.07 and the department of Veterans' Affairs Administrative Rules Chapter 55A-7, certain requirements have been set forth for public employers to accord preferences, in appointment, retention, and promotion, to certain veterans and spouses of veterans. The relevant portions of the law apply to "the state and its political subdivisions". Public utilities, state universities, school districts, and special taxing districts are subject to the requirements of Chapter 295.

This preference is applied only to Career positions.

If the applicant is not a college employee and has attached their veterans addendum form **and** DD214 form, or equivalent official documentation, they **MUST** be interviewed if they have the same job related minimum qualifications as the applicants that are being selected to interview.

A veteran who is already employed by FSCJ has used his/her veteran's preference in the employment process and cannot use his/her veteran's preference when applying for another open position at the College.

Review Process for Veteran's Preference Applicants

1) If an external candidate applies to a Career position within seven (7) days and:

- (a) Attaches all necessary documentation to confirm veteran's preference.
- (b) Answers "yes" to the question "Are you claiming Veterans Preference?"
 - Their online application will be forwarded to the prospective hiring manager for review and will be treated as a qualified veteran's preference candidate.

2) If an external candidate applies to a Career position within seven (7) days and:

- (a) **DOES NOT** attach all necessary documentation to confirm veteran's preference.
- (b) Answers "yes" to the question "Are you claiming Veterans Preference?"
 - Human Resources will contact the prospective candidates and provide them **five (5) calendar days from date of contact** to provide HR the necessary documentation. Until that time, applications will not be forwarded to the hiring manager for review. If documentation is not received within five (5) calendar days, then the candidate will forfeit their claim to veteran's preference for the position and all applications will be released to the hiring manager.

VETERAN'S PREFERENCE FREQUENTLY ASKED QUESTIONS

1. Who is considered a “qualified veteran’s preference candidate?”

A qualified veteran's preference candidate is an external candidate who asserts veteran's preference status on the employment application; meets the minimum qualifications for a position; falls into one of the seven qualifying categories; and submits the required supporting documentation, which also reflects discharge under honorable conditions, on or before the closing date of the advertisement. If a person does not meet all of these criteria, the person does not qualify for veteran's preference.

2. What documents must be shown in order to claim Preference?

- (a) Veterans, disabled Veterans, spouses of disabled Veterans and family members shall furnish a Department of Defense document, commonly known as form DD-214 or military discharge papers, or equivalent certification from the DVA, listing military status, dates of service and Character of Discharge.
- (b) Disabled Veterans shall also furnish a document from the Department of Defense, the DVA, or the Department establishing that the Veteran has a service-connected disability. The type of disability does not have to be disclosed in most cases.
- (c) Spouses of disabled Veterans shall furnish an Award Letter stating that they are entitled to benefits under Chapter 35 from the VA or the Department of Defense. This confirms that the Veteran is totally and permanently disabled. The spouse should also have an identification card issued by the Department; spouses shall also furnish a marriage certificate or other official evidence of marriage to the Veteran and a statement that the spouse is still married to the Veteran at the time of the application for employment.
- (d) An unremarried widow or widower of a veteran who died of a service-connected disability will supply documentation from the Veterans' Administration indicating the cause of death. The applicant must also include a signed FDVA form VP3 to establish that he/she has not remarried.
- (d) Spouses of persons on active duty shall furnish a document from the Department of Defense or the DVA certifying that the person on active duty is listed as missing in action, captured in line of duty, or forcibly detained or interned in line of duty by a foreign government or power; such spouses shall also furnish evidence of marriage and a statement that the spouse is married to the person on active duty at the time of that application for employment.
- (e) The mother, father, legal guardian, or unremarried widow or widower of a deceased Veteran shall furnish a document from the Department of Defense showing the death of service member while on duty status under combat-related conditions or the DVA certifying the service-connected death of the Veteran, and shall further furnish evidence of marriage. The legal guardian shall show the court documents establishing the Guardianship.

(f) Current Reserve members and National Guard members should provide a signed FDVA form VP 2 confirming their Active status in the Reserves or Guard.

3. *How do I know if a person was discharged under honorable conditions?*

The DD-214 Form or other comparable discharge document will designate the discharge as "Honorable" or "General – Under Honorable". Types of discharge that disqualify a candidate from being awarded veteran's preference include "Dishonorable," "Bad Conduct" (BCD), "Undesirable," and "General – Under Less Than Honorable."

4. *Do I have to interview an applicant who is claiming Veterans' Preference?*

Yes, if the external applicant has attached their veteran's addendum form **and** DD214 form, or equivalent official documentation, and if they have the same job related qualifications as the applicants that are being selected to interview.

5. *To be awarded veteran's preference, does an applicant have to claim it each and every time he/she applies for a position?*

Yes. An applicant is responsible for claiming veteran's preference each and every time the applicant applies for a position. This is done on the employment application. Applicants must also timely upload directly to the employment application or submit to the Human Resources Department any required supporting documentation each time they claim veteran's preference. An applicant is not considered a qualified veteran's preference candidate if he/she fails to timely submit the required documentation for each position where the applicant has claimed veteran's preference.

6. *Can an applicant claim and be considered for veteran's preference more than once?*

Yes, if an external applicant. There is no limit on how many times an external applicant (person who is not currently employed by the College) may claim and be considered for veteran's preference. Keep in mind that supporting documents must be submitted each time a person applies for a position and claims veteran's preference. This rule regarding unlimited claims applies only to external applicants seeking initial employment with the College. *Veteran's preference does not apply to current employees applying for promotions or transfers.*

7. *If someone forgets to use veteran's preference for initial employment but gets the job anyway, can the person get veteran's preference when applying for a promotion or transfer?*

No. If a veteran's preference eligible applicant fails to claim veteran's preference for the initial hiring, the person may not use it later for a promotion. An employee may not successfully justify that failure to use it previously is a reason to use it later.

8. Can staff through temporary agencies like Oasis and/or Kelly Services claim and be considered for veteran's preference if they apply for open positions at Florida State College at Jacksonville?

Yes. A person not currently employed by the College may claim and be considered for veteran's preference. Keep in mind that supporting documents must be submitted each time a person applies for a position and claims veteran's preference.

9. If an applicant has already been employed by the State of Florida or one of its political subdivisions, for example the University of North Florida, does the person get to claim veteran's preference for a Florida State College at Jacksonville position?

Yes. The law changed in 2007 to allow persons to claim veteran's preference when applying to public employers such as Florida State College at Jacksonville, even if they had been previously been employed by another public employer.

10. Can a prior employee who previously claimed veteran's preference get to claim and be considered for veteran's preference when seeking reemployment with the College?

Yes, because the applicant is not currently employed with the College, and therefore, entitled to claim and be considered for veteran's preference when seeking to be reemployed.

11. Does the law require that a veteran's preference-eligible applicant be appointed to a position when a non-veteran's preference eligible applicant is better qualified?

No. However, proper screening protocols should be applied and documented.

12. What happens when the pool is reduced to the top five scoring candidates, scores are no longer a consideration and each candidate is considered equal?

The decision maker is **NOT** able to skip over a veteran's preference candidate and select an equally qualified non-veteran's preference candidate. If there is more than one veteran's preference candidate in the group, the selection will be based upon how the candidates qualified for veteran's preference and their placement in the eligibility category (See VI. Screening Protocols for Veterans Preference Applicants). A qualifying disabled veteran will always be selected over any other category of applicants.

13. What are the proper screening protocols that should be applied regarding veteran's preference?

Hiring managers utilize various methods of applicant screening. These guidelines are not intended to specify or to recommend a particular method of screening. However, to

ensure that veteran's preference is properly considered, hiring managers must incorporate the following screening protocols, depending upon whether a numerically scored test or rating is used as part of the screening or final selection process:

If numeric scoring is used, apply extra points as follows (based upon a 100 point scale):

Categories one (1) and two (2): 15 points

Categories three (3) through five (5): 10 points

Categories six (6) and seven (7): 5 points

Minimum passing score is required. A veteran's preference candidate must first satisfy the established minimum passing score before extra points are added. If a veteran's preference candidate does not reach the minimum passing score, the candidate is not entitled to progress. Keep in mind that a qualified veteran's preference candidate must be given preference at every stage of the selection process.

If numeric scoring is not used, you must utilize another objective method of screening that clearly demonstrates how veteran's preference was considered and applied in your selection process. For example, if two applicants (one of whom is a qualified veteran's preference candidate) are considered equal in terms of job related qualifications or experience, the qualified veteran's preference candidate must be offered the position. However, there may be instances where a qualified veteran's preference candidate does not advance to the next step in the selection process. For example, another candidate's qualifications or experience may far outweigh those of the qualified veteran's preference candidate.

If two veteran's preference candidates are considered equal in terms of job related qualifications or experience, a veteran's preference candidate in categories one (1) and two (2) must be given preference over the veteran's preference candidate in categories three (3) through seven (7). Likewise, candidates in categories three (3) through five (5) must be given preference over candidates in categories six (6) and seven (7).

Always keep in mind that a qualified veteran's preference candidate must be provided preference at every stage of the selection process.

IX. THE INTERVIEW PROCESS: USE OF BEHAVIORAL INTERVIEW TECHNIQUES

The search committee should use the same procedure and a common set of questions for all interviews. Only questions relevant to the job and job qualifications should be asked. **Under no circumstances should the interviewers ask about: age; race; religion; national origin; marital status; physical ability; gender; sexual orientation or dependents.**

Behavioral interviewing is a standardized method of interviewing designed to identify how an applicant will perform on the job based on how they have handled or responded to a situation in the past. Each question can be used to learn about one's past behavior as a predictor for future behavior in a key skill area that is pertinent to success in the available job. Common applications include an assessment of proficiency in areas such as adaptability; leadership communication and problem solving.

Sample Behavioral Interview Questions:

- a. Give an example of a goal you reached and tell me how you achieved it.
- b. Give an example of a goal you didn't meet and how you handled it.
- c. Describe a stressful situation at work and how you handled it.
- d. Tell me about how you worked effectively under pressure.
- e. How do you handle a challenge?
- f. Describe a decision you made that was unpopular and how you handled implementing it.
- g. Have you gone above and beyond the call of duty? If so, how?
- h. When you worked on multiple projects how did you prioritize?
- i. How did you handle meeting a tight deadline?
- j. Give an example of how you set goals and achieve them.
- k. What do you do when your schedule is interrupted? Give an example of how you handle it.
- l. Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- m. Give an example of how you worked on team.
- n. Share an example of how you were able to motivate employees or co-workers
- o. How do you define doing a good job?
- p. What were your most significant accomplishments at your last job?
- q. Describe the most difficult problem you had to solve. What was the situation and what did you do? Would you do anything different next time?
- r. Give me an example of a time when you motivated others.
- s. Tell me about a time when you delegated a project effectively.
- t. Give me an example of a time when you used your fact-finding skills to solve a problem.
- u. What makes a job enjoyable for you?
- v. Under what conditions do you work best?

w. What is your greatest strength/area for development?

X. COMPLETION OF THE SELECTION PROCESS: ROLES AND RESPONSIBILITIES OF HIRING MANAGER

The hiring manager is responsible for making the final recommendation to hire. Guidance regarding the pre-employment background and drug screening, (if applicable to the position) is provided to the pending employee by Human Resources. Once satisfactory pre-employment screening results have been received, Human Resources will notify the hiring manager of the next available start date, in accordance with payroll deadlines, as well as a scheduled onboarding session and benefits enrollment appointment for full-time new hires. The hiring manager should communicate all pertinent information including start date and salary to the selected candidate.

Notification to Applicants

The Employment team will send email notifications that the position has been filled to all non-selected applicants that have gone through any stage of the application process.

Maintaining the Search Records

At the conclusion of the search, if a candidate was or was not selected, any and all decision points of the search committee including the criteria for decision, to include emails, notes and/or minutes are public records. The search committee chairperson should collect any and all decision points of the committee and its' criteria for decision to include matrices, evaluation sheets, correspondence, documentation of interviews (including audio and/or video recordings), test scores and any other evaluation documentation and **attach the documents electronically to the specific job posting in PeopleSoft**. The Office of Human Resources maintains the file of record of the search process for a minimum of four (4) anniversary years after conclusion of the interview/search process.

Navigation Process:

Main Menu > HCM > Recruiting > Browse Job Opening

- *Please make sure that all of the search committee documents are already scanned and saved on your computer before you begin to attach any documents to the desired job posting.*
1. Select the specific job opening where your notes will be attached.
 2. Click on the “Activity & Attachments” tab.
 3. Scroll down the **Attachments** section and click the “Add Attachment” button
 4. Click on “Choose file” and upload the desired documents from your computer.
 5. On the **Audience** section, click on the drop down box and select “Public”.

XI. HIRING EMPLOYEES THROUGH TEMPORARY AGENCIES

The following process should be used when hiring an employee through a temporary staffing agency:

- 1) Complete and submit the [Staffing Order for Temporary Work Assignment](#) form (call Human Resources Department for document) to Human Resources along with a job description that matches the temporary assignment to be filled.
- 2) Human Resources will reach out to staffing agencies to source the position you desire to fill.
- 3) The staffing agency will post the position and, once candidates are identified, review and screen prospective applications.
- 4) The staffing agency will forward qualified applicants to the prospective hiring manager and facilitate with the interviewing process (if needed).
- 5) Once the hiring manager selects a candidate, they must email Human Resources:
 - The name of the candidate being selected
 - A valid email address of the candidate so Human Resources can send background screening information
- 6) Once Human Resources receives satisfactory background screening results, the staffing agency and the hiring manager will be notified that the candidate is eligible to work at Florida State College at Jacksonville.
- 7) The hiring manager will receive an email containing a username and password for the contingent worker to access my.fscj.edu within 24-72 hours of the actual start date. If an email is not received within that time period Information Technology must be contacted for support.

Please note: The newly hired contingent worker will need to report to Human Resources to collect a contractor's employee badge.

XII. GENERAL FREQUENTLY ASKED QUESTIONS

1. Do we have to have a search committee for a career position?

For career positions it depends on the pay grade. For positions in Pay grades 14 and above a search committee is required and should be composed of a minimum of three (3) Members and include at least one representative from the career employee group. For positions in Pay grades 1-13, the administrator has the option of appointing a search committee or performing the hiring process personally.

2 What is the difference between the hiring manager and the supervising administrator in the search and selection process?

The hiring manager is the leader to whom the position will report and the supervising administrator is the administrator of the department with the vacant position. In some cases, the hiring manager and supervising administrator are one in the same. The supervising administrator will appoint a search committee chairperson who may also be the hiring manager.

3 Do you have examples of ‘Competency Based’ interview questions that we can use?

Yes, the following competency based interview questions are from our higher education HR partner, CUPA- HR:

Competency-based interview questions vary widely between sectors and depending on the level of responsibility to which you are applying. The type of competencies against which you will be assessed also depends on the actual post and the company who is interviewing you. For example, some companies view leadership as a competency on its own whilst others prefer to split leadership between a wide range of components (creativity, flexibility, strategic thinking, vision, etc).

You will find below a spectrum of competency-based interview questions, ordered by competency. The list is by no means complete but will give you an idea of what you may ask.

Interview Competency - Adaptability

Adjusts to changing environments whilst maintaining effectiveness

- Which change of job did you find the most difficult to make?
- Tell us about the biggest change that you have had to deal with. How did you cope with it?

Interview Competency – Compliance

Conforms to company policies and procedures

- How do you ensure compliance with policies in your area of responsibility?
- Tell us about a time when you went against company policy? Why did you do it and how did you handle it?

Interview Competency – Communication

Communicates effectively, listens sensitively, adapts communication to audience and fosters effective communication with others

Verbal

- Tell us about a situation where your communication skills made a difference to a situation?
- Describe a time when you had to win someone over, who was reluctant or unresponsive.
- Describe a situation where you had to explain something complex to a colleague or a client. Which problems did you encounter and how did you deal with them?
- What is the worst communication situation that you have experienced?
- How do you prepare for an important meeting?
- Tell us about a situation when you failed to communicate appropriately.
- Demonstrate how you vary your communication approach according to the audience that you are addressing.
- Describe a situation when you had to communicate a message to someone, knowing that you were right and that they were wrong and reluctant to accept your point of view.

Listening

- Give us an example where your listening skills proved crucial to an outcome.
- Tell us about a time when you were asked to summarize complex points.
- Tell us about a time when you had trouble remaining focused on your audience. How did you handle this?
- What place does empathy play in your work? Give an example where you needed to show empathy?
- Describe a situation where you had to deal with an angry customer.

Written

- What type of writing have you done? Give examples? What makes you think that you are good at it?
- How do you feel writing a report differs from preparing an oral presentation?
- What positive and negative feedback have you received about your writing skills? Give an example where one of your reports was criticized.
- How do you plan the writing of a report?

Interview Competency - Conflict Management

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

- Tell us about a time when you felt that conflict or differences were a positive driving force in your organization. How did you handle the conflict to optimize its benefit?
- Tell us about a time when you had to deal with a conflict within your team.
- Tell us about a situation where conflict led to a negative outcome. How did you handle the situation and what did you learn from it?
- Give us an example where you were unable to deal with a difficult member of your team.

Interview Competency - Creativity and Innovation

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

- Tell us about a project or situation where you felt that the conventional approach would not be suitable. How did you derive and manage a new approach? Which challenges did you face and how did you address them?
- Tell us about a situation where you trusted your team to derive a new approach to an old problem. How did you manage the process?
- Tell us about a time when you had to convince a senior colleague that change was necessary. What made you think that your new approach would be better suited?

Interview Competency – Decisiveness

Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

- What big decision did you make recently? How did you go about it?
- How did you reach the decision that you wanted to change job?
- Give an example of a time when you had to delay a decision to reflect on the situation. What did you need to do this?
- What is the decision that you have put off the longest? Why?
- When is the last time that you have refused to make a decision?
- Give us an example of a situation where you had to make a decision without the input of key players, but knowing that these key players would judge you on that decision (e.g. superior unavailable at the time).
- Tell us about a time when you had to make a decision without knowledge of the full facts.
- Tell us about a situation where you made a decision that involuntarily impacted negatively on others. How did you make that decision and how did you handle its consequences?
- Tell us about a decision that you made, which you knew would be unpopular with a group of people. How did you handle the decision-making process and how did you manage expectations?
- Tell us about a situation where you made a decision too quickly and got it wrong. Why made you take that decision?

Interview Competency – Delegation

Able to make full and best use of subordinate, providing appropriate support

- What type of responsibilities do you delegate? Give examples of projects where you made best use of delegation.
- Give an example of a project or task that you felt compelled to complete on your own. What stopped you from delegating?
- Give an example of a situation where you reluctantly delegated to a colleague. How did you feel about it?
- Give an example where you delegated a task to the wrong person? How did you make that decision at the time, what happened and what did you learn from it?
- How do you cope with having to go away from the office for long periods of time

(e.g. holidays)? Explain how you would delegate responsibilities based on your current situation.

Interview Competency - External Awareness

Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

- Describe through examples drawn from your experience how you measure and take account of the impact of your decisions on external parties.
- Give an example where you underestimated the impact of your decisions on stakeholders external to your organization.

Interview Competency – Flexibility

Modifies his or her approach to achieve a goal. Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

- Describe a situation where you had to change your approach half-way through a project or task following new input into the project.
- Describe a situation where you started off thinking that your approach was the best, but needed to alter your course during the implementation.
- Describe a situation where one of your projects suffered a setback due to an unexpected change in circumstances.
- Describe a situation where you were asked to do something that you had never attempted previously.
- Give us an example of a situation where your initial approach failed and you had to change tack.
- Describe your strongest and your weakest colleagues. How do you cope with such diversity of personalities?
- If we gave you a new project to manage, how would you decide how to approach it?

Interview Competency – Independence

Acts based on his/her convictions and not systematically the accepted wisdom

- When did you depart from the "party line" to accomplish your goal?
- Which decisions do you feel able to make on your own and which do you require senior support to make?
- Describe a situation where you had a disagreement or an argument with a superior. How did you handle it?
- When do you feel that it is justified for you to go against accepted principles or policy?
- Which constraints are imposed on you in your current job and how do you deal with these?
- When did you make a decision that wasn't yours to make?
- Describe a project or situation where you took a project to completion despite important opposition.
- When have you gone beyond the limits of your authority in making a decision?

Interview Competency – Influencing

Ability to convince others to own expressed point of view, gain agreement and acceptance of plans, activities or products.

- Describe a situation where you were able to influence others on an important issue. What approaches or strategies did you use?
- Describe a situation where you needed to influence different stakeholders who had different agendas. What approaches or strategies did you use?
- Tell us about an idea that you manage to sell to your superior, which represented a challenge.
- What is your worst selling experience?
- Describe the project or idea that you were most satisfied to sell to your management.
- Describe a time where you failed to sell an idea that you knew was the right one.

Interview Competency – Integrity

Ability to maintain job related, social, organizational and ethical norms.

- Tell me about a time when have you had to lie to achieve your aims? Why did you do so? How do you feel you could have achieved the same aim in a different way?
- Tell me about a time when you showed integrity and professionalism.
- Tell us about a time when someone asked you something that you objected to. How did you handle the situation?
- Have you ever been asked to do something illegal, immoral or against your principles? What did you do?
- What would you do if your boss asked you to do something illegal?
- Tell us about a situation where you had to remind a colleague of the meaning of "integrity".

Interview Competency – Leadership

Acts as a role model. Anticipates and plans for change. Communicates a vision to a team.

- Tell us about a situation where you had to get a team to improve its performance. What were the problems and how did you address them?
- Describe a change where you had to drive a team through change. How did you achieve this?
- Describe a situation where you needed to inspire a team. What challenges did you meet and how did you achieve your objectives?
- Tell us about a situation where you faced reluctance from your team to accept the direction that you were setting.
- Describe a project or situation where you had to use different leadership styles to reach your goal.
- Tell me about a time when you were less successful as a leader than you would have wanted to be.

Interview Competency - Leveraging Diversity

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

- Give an example of a situation or project where a positive outcome depended on the work of people from a wide range of backgrounds and ideas

- Tell us about a time when you included someone in your team or a project because you felt they would bring something different to the team.

Interview Competency - Organizational Awareness

Demonstrates an understanding of underlying organizational issues

- Describe a project where you needed to involve input from other departments. How did you identify that need and how did you ensure buy-in from the appropriate leaders and managers?
- Describe a time when you failed to engage at the right level in your organization. Why did you do that and how did you handle the situation?

Interview Competency - Resilience and Tenacity

Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Stays with a problem/line of thinking until a solution is reached, or no longer reasonably attainable.

- Tell us about a situation where things deteriorated quickly. How did you react to recover from that situation?
- Tell us about a project where you achieved success despite the odds being stacked against you. How did you ensure that you pulled through?
- Tell us about your biggest failure. How did you recover and what have you learnt from that incident?
- Give us an example of a situation where you knew that a project or task would place you under great pressure. How did you plan your approach and remain motivated?
- How do you deal with stress?
- Give us an example of a situation where you worked under pressure.
- Under what conditions do you work best and worst?
- Which recent project or situation has caused you the most stress? How did you deal with it?
- When did you last lose your temper?
- When is the last time that you were upset with yourself?
- What makes you frustrated or impatient at work?
- What is the biggest challenge that you have faced in your career. How did you overcome it?
- Tell us about a time when you wanted to push one of your ideas successfully despite strong opposition.
- Which course or topics have you found most difficult? How did you address the challenge?

Interview Competency - Risk Taking

Takes calculated risks, weighing up pros and cons appropriately

- Tell us about risks that you have taken in your professional or personal life? How did you go about making your decision?
- What is the biggest risk that you have taken? How did you handle the process?
- Please describe one of your current or recently completed projects, setting out the risks involved. How did you make decisions? How do you know that you made the correct decisions?
- What risks do you see in moving to this new post?

Interview Competency - Sensitivity to Others

Aware of other people and environment and own impact on these. Takes into account other people's feelings and /needs.

- What problems has one of your staff or colleagues brought to you recently? How did you assist them?
- Tell us about an unpopular decision that you made recently? What thought process did you follow before making it? How did your colleagues/clients react and how did you deal with their reaction?
- How do you deal with "time wasters"? Give a recent example.
- When is that last time that you had an argument with a colleague?
- When did you last upset someone?
- What steps do you take to understand your colleagues' personalities? Give an example where you found it hard to adjust to one particular colleague.

Interview Competency – Teamwork

Contributes fully to the team effort and plays an integral part in the smooth running of teams without necessarily taking the lead

- Describe a situation in which you were a member of team. What did you do to positively contribute to it?
- Tell us about a situation where you played an important role in a project as a member of the team (not as a leader)
- How do you ensure that every member of the team is allowed to participate?
- Give us an example where you worked in a dysfunctional team. Why was it dysfunctional and how did you attempt to change things?
- Give an example of a time when you had to deal with a conflict within your team? What did you do to help resolve the situation?
- How do you build relationships with other members of your team?
- How do you bring difficult colleagues on board? Give us an example where you had to do this.