Search Committee Guide for Non-Faculty Positions

INTRODUCTION

This document provides an information resource for search committees for non-faculty (staff) positions. Staff members of the HR Recruitment and Workforce Planning unit of Human Resources are available upon request to brief search committees on this guide. Links to online resources are included within the document for further assistance on creating the online vacancy posting, advertising, and reviewing applicants. Contact HR Recruitment and Workforce Planning at 845-5154 or jobpath@tamu.edu for additional information.

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ESTABLISH THE SEARCH COMMITTEE

Identifying Search Committee Members

Search committees are often used for positions of campus-wide significance with major decision-making responsibilities, or positions of unique titles and duties. Bringing a wide spectrum of backgrounds to such a search committee can serve to better identify the most qualified person for the position.

Some things to consider when appointing a committee might include:

- The committee should be diverse in race and gender.
- The committee should be broadly representative of the faculty/staff/students who will work with this position to accomplish the associated tasks. Committee members should be knowledgeable of position duties, represent different experience levels, and be seen as stakeholders in the decision.
- Committee members should exhibit good judgment. Appoint people with personal integrity, independence of view, and devotion to institutional goals. Avoid anyone known to be incapable of maintaining confidentiality.
- Most committees have five to six members. A larger committee (7-9 members or more) is sometimes used for positions of sweeping responsibilities.
- The person appointed as chair of the committee should have experience with search committee procedures. Duties will include working collaboratively to establish posting with the HR Recruitment and Workforce Planning office (for staff positions); monitoring committee meetings and interviews; making budgetary decisions; and reporting proceedings to administration as necessary.
- Office support should be identified for the committee. Often the person providing the support is an assistant to the chairperson or an assistant in the department with the posting. The staff person can give assistance in submitting the posting online, scheduling meetings and interviews, corresponding with applicants as needed, and maintaining all legal records.
- Detailed communication should be provided to the search committee including: the Position Description; outline of committee tasks and related time of completion; scale of the search; evaluation tools; defined scope of the committee decision (advisory/decision making).
- Committee members should be made aware of the legal and regulatory requirements that surround their work. A Human Resources (HR) representative can serve in an ex-officio (non-voting) capacity to provide this assistance.
- In addition, copies of this hiring guide and other relevant federal, state, and university employment guidelines should be made available. An excellent resource is the Hiring Supervisor's Workbook, found online at http://employees.tamu.edu/media/126464/409hiringworkbook.pdf.
- In addition, an online course entitled Effective Hiring Practices is required for the hiring manager/supervisor listed on the posting and is an excellent resource and refresher on these areas. The course must be taken before the position is posted or have been taken within the previous two years before the posting.
- Please contact HR Recruitment and Workforce Planning if you would like committee members assigned to take the Effective Hiring Practices online course, have questions about the process or would be interested in a non-voting HR member serving on the search committee.

ESTABLISH THE VACANCY POSTING

Reviewing the Position Description

At the beginning of the search process, the hiring manager should review the current Position Description (PD) and revise if necessary before making it available to the chair and all committee members. Current descriptions are available for staff positions from PATH system. Log on through Single Sign On (SSO) and select the PATH button on the SSO menu. The direct supervisor or a department HR liaison will have access to the PD for sharing with the committee.

It is important to review the detailed Position Description carefully since it will be used throughout the hiring process. It serves as the basis for preparing the posting, conducting job interviews, explaining the job to applicants, and communicating exact job expectations to the new employee. When a position becomes vacant, it is an opportunity to re-evaluate the associated job functions: ask if the job may have changed since last advertised, research why there was turnover, and identify possible new initiatives assigned to the position.

Make sure the Position Description wording reflects the Vision 2020 initiatives or other strategic initiatives as appropriate such as departmental strategic plans, and thoroughly describes job expectations. The online PD includes the position's essential duties, minimum educational and experience requirements, and preferred qualifications. Significant changes to the Position Description may impact the appropriateness of the position's title, salary or minimum qualifications. A change to the position's title will require a job evaluation and approval by the Classification and Compensation Office. For guidance on the Position Description process as well as the job analysis process, visit the Classification and Compensation section on the HR website or contact staff at 845-4170 or hrcomp@tamu.edu.

Submitting the Posting

Please consult University SAP 33.99.01.M0.01 – Hiring Rules of Non-Faculty Positions, found at http://rules-saps.tamu.edu/PDFs/33.99.01.M0.01.pdf for approved posting choices.
The posting is submitted online by a hiring supervisor or HR liaison with an active user account with the HR Recruitment and Workforce Planning office. The posting document mirrors the approved Position Description and title assignment with respect to title, salary, job duties, minimum and preferred qualifications. Qualifying questions, based on the listed minimum education and experience, are contained in the PD. Applicants will be referred/not referred based on their responses to these questions. The committee may decide to submit additional questions through the posting process to help them identify applicant qualifications. Such supplemental questions can provide specific information to the committee about past work experience and help in evaluating applicants. Supplemental questions are reviewed by HR Recruitment and Workforce Planning before the posting is open for applicants.

When completing the online posting, a Guest User account should be established so all members of the committee can view the applications, resumes and cover letters as they are submitted. Guest User accounts are part of the posting completion or activated through HR Recruitment and Workforce Planning. Please request a Guest User Account by calling at 845-5154 or emailing to jobpath.tamu.edu. Because a Guest User account has been established, all committee members will be able to view the referred applications/resumes/cover letters online by logging into any web-based computer and viewing the position.

Since the application has few mandatory fields for those applying with a resume, the application process is quick and accessible 24/7 by any computer with web access. Refer to the posting number listed on the official website https://jobpath.tamu.edu if you choose to run any additional advertising. There is also a "quicklink" available to take applicants directly to the posting and it can be found on the posting once it is established. Jobs are automatically placed with HigherEdJobs.com, the Texas A&M System and with the state job board. Staff jobs are also placed with HERC (Higher Education Recruitment Consortium.) Please note in the Comments to HR section of the posting if you are interested in placing your position on another of our contracted recruiting sites, WorkplaceDiversity.com. Jobs with Affirmative Action goals are placed on WorkplaceDiversity.com without your specific request.

It is important that the committee takes steps to insure a diverse applicant pool. For suggestions on how to increase diversity through advertising, refer to the Human Resources departmental website. According to legal requirements, applicant-specific EEO information collected during the application process is voluntary and confidential. Hiring managers and search committee members, however, may access a report showing the gender/ethnicity of their applicant pool at any time online. The report does not identify an individual applicant's race and gender, but rather shows the overall results of the EEO information for the applicant pool. To view reports, log onto the online hiring system, click on the appropriate posting, then click on the Reports Tab and run the EEO Report. For other advertising suggestions, refer to http://employees.tamu.edu/managers on the HR website.

RECRUIT QUALIFIED APPLICANTS

Texas A&M University Job Site

All staff positions are posted online at https://jobpath.tamu.edu for a minimum of five days, but can currently be listed for a maximum of six months. Before the end of the six months, the HR Recruitment and Workforce Planning staff normally notifies the hiring department that the posting will be placed on hold or cancelled and no new applications will be accepted. A new posting is normally required to continue listing the vacancy and create a new applicant pool. The online employment services allow your posting to be viewed 24/7 around the world by anyone with access to a computer and the Internet. For specific positions, you may find it beneficial to supplement with additional advertising.

Networking

Networking remains the number one source for increasing an applicant pool. Often the object of person-to-person networking is to reach good candidates who are happily and productively employed elsewhere. Ask internal and external professional contacts if they can recommend someone in the field. You may be able to identify potential applicants through networking factors including similar academic interests, graduate origin, research interests, professional organizations, etc. Look for candidates who hold similar positions at other colleges/universities, or recruit those who serve in a high-level support positions to your title. Ask an officer of your organized professional society for networking contacts or names of candidates. Avoid general broadcast letters and concentrate on one-on-one contacts.

Broad Scale Advertising

Hiring departments may decide to place advertisements in designated newspapers and academic journals. These advertisements should mirror the posting requirements, salary and job description. All applicants should be directed to the online application process at http://jobpath.tamu.edu and refer to the posting job number assigned to the position. All advertising must include required non-discrimination statements. For more about advertising options and guidelines, visit http://employees.tamu.edu/managers.

Increasing Diversity in your Applicant Pool

To enlarge the pool of candidates, the department head and search committee should advertise in publications and/or on Internet sites that will reach a diverse population, as well as make a special effort to attract underutilized groups. Advertising in appropriate publications, contacting relevant organizations and listing on related Internet sites will not only help to enlarge the pool of candidates but will also convey the commitment of a department and an institution to recruiting diversity. Making direct contact with professional organizations and colleagues is an effective method of expanding your search. The informal, “word-of-mouth” approach to recruitment is one of the most successful practices for identifying candidates. The following activities are recommended for specific searches, as well as for possible ongoing endeavors:

1. Establish a working relationship with similar departments or institutions with substantial numbers of diverse employees.
2. Request names of potential candidates from women and minorities as well as other diverse employees at your institution and at institutions with strong graduate programs for diverse populations in your discipline.
3. Ask caucuses of diverse groups within relevant professional and academic associations for the names of potential candidates. It would be beneficial to maintain ongoing communications with these caucuses on a broad range of issues.
4. Contact individuals who have received significant professional recognition and ask for the names of promising diverse candidates.

5. Use a personal approach in recruiting candidates. Often outstanding potential candidates do not apply for advertised positions; a member of the search committee must approach them. If an individual declines a nomination or does not respond to your letter of inquiry, you may wish to telephone the person to determine if his or her reasons for declining can be addressed and resolved.
6. Consider encouraging candidates from diverse groups who have held part-time or temporary positions in your department to apply.
7. Inform alumni publications where diverse groups are well represented of available positions with Texas A&M University.
8. Consider contacting the EEO office at other universities. Some of them maintain lists of diversity candidates who are looking for employment elsewhere as well as pertinent organizations.
9. If candidates of diversity are underutilized nationally in your discipline, aggressive efforts should be taken to recruit graduate students of diversity into the field so that the pool of candidates will be greater in the future. In addition, a national approach to the problem should be undertaken. A department may wish to lobby appropriate professional organizations to develop a national strategy to recruit more diversity into the field.

Acknowledging Receipt of Applications

The search committee may choose to send all applicants an acknowledgement letter. Applicants are aware immediately upon submission of their online application about whether their application has been referred to the hiring department. However, if there will be a delay in the process as the committee gets organized to proceed, it may be beneficial to send acknowledgement letters or emails to the candidates to assure them that the search is still active.

IDENTIFY THE MOST QUALIFIED

Evaluating all Applications and Supporting Documentation

The search committee should select the individual that best meets the identified job criteria. A hiring matrix is an excellent way for the committee to identify the most qualified applicants to interview. It helps to better evaluate each applicant's knowledge, skills, and abilities, and judge them in the context of the job requirements. Refer to http://employees.tamu.edu/managers on the Human Resources website. This approach makes it easier for search committee members to score responses with greater reliability.

The search committee has the option of asking additional job-related questions to all applicants as part of the application process. These questions are added when the posting is posted and the questions/answers appear on each referred application. These questions can be an excellent way of identifying applicant education and related experience.

Some tips to help you detect falsifications/exaggerations on resumes and supporting documentation:

- Carefully note the order of the material given on the resume. What is given up-front is generally what the applicant wishes to emphasize. But what's hidden below will be more revealing.
- Concentrate on the most important points in the applicant's resume. Diverting attention to too many insignificant details draws focus away from key areas.
- Look for conflicting details or overlapping dates.
- Look for gaps in dates. It's common for applicants who wish to cover something up to try to omit it.

Depending on the level of position, search committees may want to provide candidates who are not being considered with a communication regarding their status as no longer under consideration. A sample letter to applicants not being considered for an interview is attached at the end of this guide. An alternative option is to wait until the process is complete and a hire has been finalized, and correspond with all applicants who were not chosen.

PLAN AND CONDUCT THE INTERVIEW

Preparing for the Interview

Interviewing and selecting the right person is an important responsibility of a search committee in ensuring the university reaches its goals. When interviewers rely on their intuition as a basis for making employment recommendations, the results may generate unreliable information, lead to poor selection decisions, and establish grounds for a legal challenge for discrimination. In contrast, a well-planned interview process provides evidence about the applicant's ability to perform a job.

To conduct interviews that can predict job performance, a search committee should prepare for the interview by conducting a thorough review of job requirements, create a series of job-related interview questions, and seek job-related work examples in the interview. The sample interview questions provided at the end of this document can be tailored and used in any situation. This list of questions is not exhaustive. The set of questions and anticipated answers should be written and reviewed by the search committee in preparation for the interviews. Although all applicants are asked the same set of questions, the search committee members may ask more specific questions based on responses to initial questions or to clarify relevant work experience and education identified on the applicant's employment application or resume.

If the search committee plans to use team or panel interviews, the same team or panel should be present during each interview to ensure consistent treatment of all applicants and consistent interpretation of the information obtained during the interview. This committee should be composed of a diverse group of individuals.

General Interview Checklist

The search committee should do the following:

1. Prepare interview questions and expected answers based on job duties and requirements. The entire committee should review the questions prior to the first interview. Avoid asking illegal questions. Examples of these can be found online at http://employees.tamu.edu/managers.
2. Arrange for an appropriate interviewing environment that is free from interruptions and is comfortable.
3. Explain the purpose to the applicant and set the agenda.
4. Gather measurable, predictive information based on the essential duties of the job. The key to controlling the interview is careful listening combined with good questions. Search committee members need to both encourage and guide the applicant's sharing of facts. A common error of ineffective interviewers is to concentrate exclusively on the questions they intended to ask and not hear what the applicant is saying. Interviewers ideally should not talk more than 20 percent of the time. Ask open-ended questions to encourage thorough job-related answers, then listen and evaluate.
5. Take notes regarding the applicant's responses. Taking notes helps ensure accuracy and often reassures applicants that the interviewer is interested in them as individuals. Prior to beginning the interview, the interviewer should explain to the applicants that notes will be taken and why. Notes should be job-related and should not contain discriminatory information. It is acceptable for the search committee to designate one person as the note taker.
6. Describe the job and organization to the interviewee. A detailed description of the job should only be given at the close of the interview. Describing the job earlier in the process may inadvertently coach applicants on how they should answer questions. When describing the job, the interviewer should provide sufficient positive and negative facts about the position, department, promotional opportunities, etc., to enable the applicant to make an intelligent decision about the job. However,

the interviewer should avoid comments that might mislead the interviewee into misinterpreting the information as a promise of employment or future benefits.

7. Give applicants a chance to ask questions about the job and performance expectations.

8. Close the interview. Let applicants know what to anticipate as the next step. For example, “We still have several more interviews to conduct, which we anticipate completing next week. We will probably make a recommendation by the end of the following week.” This step will help relax applicants by letting them know what to expect. It also enables the search committee to control the interview by providing a “road map”.

9. Each interview must be scored. The score can be derived from each committee member providing separate scores or the committee scoring each interview together.

10. Interview scores are place in the hiring matrix. The average or totaled interview scores will be added to the application score in the hiring matrix to provide a total score for each applicant. The search committee members can then review and discuss the total scores of the applicants to identify the top candidates, and determine next steps for the process.

11. Identify whether a second interview is desired, and document the questions, schedule and process. Feedback from second interviews should be documented if it is to be used in the hiring decision.

MAKE THE FINAL DECISION

Checking References

We suggest at least two telephone references be documented for the applicants selected. If the person giving the reference says the candidate would not be eligible for rehire, you may want to consider removing that candidate from further consideration.

- The applicant's electronic signature at the end of the Texas A&M University Application for Employment gives consent for reference checks with previous employers. Do not put anyone's current job in jeopardy. We recommend the committee delay contacting the applicant's current employer until it is determined that the applicant is a finalist for the position.
- Search committee members should not raise any questions that fall under the EEO discriminatory practice areas, such as questions regarding sex, race, color, national origin, age, disability, religion or any other legally protected area. The same questions should be asked for all references. Questions and answers should be recorded.
- Search committee members should use the most immediate employers or their representatives as references. He or she may also use the employer(s) for whom the applicant has worked the longest in a related position. If an unsatisfactory reference is received, he or she should contact another reference.
- Should phone numbers or contact persons not be specified on the application or resume, the hiring manager should ask the applicant to provide the reference.
- Search committee members should not tell the applicant or the reference source(s) that he or she is conducting reference checks because the applicant has "been selected" for the position. He or she should only indicate that the applicant is "being considered".
- Search committee members should not accept references from friends, relatives, or persons who have not had the opportunity to observe job-related performance.
- Search committee members should be careful to avoid seeking or using information from social media websites or general internet searches of candidates. Such sources may disclose information that is not true, inappropriate or illegal for consideration.
- Written letters of reference may be attached to the paperwork, but should not substitute for telephone contacts.
- A previous employer may, on occasion, have rules regarding supplying references and may provide only the position title, dates of employment, salary, and eligibility for rehire. If this is found to be true, the search committee member should document this on the reference contact form.
- Search committee members should document identified problem areas or responses and determine a reference check score when references are gathered on more than one candidate. This quantifiable score should be entered into the hiring matrix when more than one applicant's references are checked as the score can make a difference as to which applicant is selected.
- Note: Additional reference checking guidelines are available at http://employees.tamu.edu/managers

Determining Whom to Hire
When making the final hiring decision, the committee should use the weighted job-related criteria. Gathering, integrating and evaluating interview information includes identifying applicants' specific knowledge, skills, and abilities, and judging them in the context of the job requirements. Interview evaluations, in conjunction with other information gathered during the selection process (e.g., reference checks, application responses, resume, and correspondence), should form the basis for the final decision. The committee should select the individual that best meets the identified job criteria. Search committee members should be sure to note whether any hiring preferences are applicable to the final candidates, such as the veteran's preference or former foster child preference as indicated on the employment application.

Making the Job Offer

Following a selection decision, the search committee should notify the selected applicant. Initial notification may be done verbally, but the applicant should also receive an official written offer letter confirming the salary, job title, and start date. Sample offer letters can be found at http://employees.tamu.edu/managers and provide appropriate wording for most offers. A sample letter to those not hired can be found at the end of this document.

A. For Mutiple PIN Staff and Multiple PIN Other Postings:

The final hiring documents consist of:

- Hiring Process Compliance Checklist
- Criminal Background Check Request Form
- Verification of Degree(s) and/or Licensure Release Form, (if applicable)
- Statement of Selective Service Registration Status (if hiring a male). If appropriate, verify the registration at http://www.sss.gov online, and print the online verification for your records.

Due to the form containing social security number and date of birth, the Verification of Degree(s) and/or Licensure Form, and the Selective Service Form must be faxed to (979) 847-8877; hand delivered, or sent via campus mail to MS 1255. The documents must be received by Recruitment & Workforce Planning before a Hiring Certificate is issued, and a Hiring Certificate must be issued before the employee can start work.

Once all is complete, Recruitment will change the selected applicant's status to Hired. **An applicant must have a Hired status before they can start work.**

Once all applicants have been hired from the posting, Recruitment will change the status of the posting to Filled.

You will need to maintain a hard copy position file for all Multiple Pin Staff and Multiple Pin Other postings. See the Record Retention Checklist for required documents.

B. Single PIN Staff and Single PIN Other Postings:

The final hiring documents consist of:

- Criminal Background Check Request Form
- Verification of Degree(s) and/or Licensure Release Form, (if applicable)

Due to the form containing social security number and date of birth, the Verification of Degree(s) and/or Licensure Form, and the Selective Service Form must be faxed to (979) 847-8877; hand delivered, or sent via campus mail to MS 1255. The documents must be received by Recruitment & Workforce Planning before a Hiring Certificate is issued, and a Hiring Certificate must be issued before the employee can start work.

All other required documents are uploaded and maintained in the [PATH system.](#) If appropriate, verify the Selective Service registration at http://www.sss.gov,and print the online verification for your records.

The documents must be received by Recruitment & Workforce Planning and required documents uploaded before a Hiring Certificate is issued, and a Hiring Certificate must be issued before the employee can start work.

Foreign Nationals

As an important note, all job offers must be made conditional upon proof of authorization to work in the U.S.

If a foreign national who has a temporary work permit is selected to fill a vacant position, he or she must be notified that his or her employment may end at the expiration of the temporary work permit. For detailed information regarding labor certification and foreign national services, please contact TAMU International Faculty & Scholar Services (IFSS) at http://ifss.tamu.edu/ .

Completing the Hiring Summary Online

The HR Recruitment and Workforce Planning office will check to ensure the position was properly listed, the applicant was referred by the HR Recruitment and Workforce Planning Office, that the position was listed for a minimum of five days, that the hiring manager/HR Liaison has identified who was interviewed, and that all applicants have a final status of hired or not hired (with appropriate reason listed). If the action is in order, HR Recruitment and Workforce Planning staff will email a Hiring Certification notification to payroll and copy the department. A copy of the application/resume/cover letter for the person hired should be printed, signed and placed in the new employee’s personnel file.

Records Retention

If a hiring decision is challenged and a designated governmental agency undertakes an investigation, the hiring department will be required to provide documentation of the hiring process to address the charge. The documentation will be reviewed to determine if the hiring process used to fill the posting involved any discrimination practices. In addition, the organization may be required to provide the same information for all hiring decisions covering a period the designated governing body regards as appropriate.

The hiring department should develop and retain **two files**: (1) a personnel file which stays with the employee during his/her career with Texas A&M University and (2) for multi PIN staff and multi PIN Other postings a position file which is maintained in the department for five (5) years then shredded (unless there is an open records act request or some type of legal action pending).

See the Record Retention Checklist for Employment Files at http://employees.tamu.edu/media/262903/402RecordsRetCklist.pdf to view what documents are maintained by HR for all postings and by the hiring department for the Position File and the Personnel File.

SAMPLE LETTER/EMAIL REQUESTING ADDITIONAL INFORMATION

Date

Dear Ms. Smith:

Thank you for your interest in the position of (list position title and posting #) at Texas A&M University. As of this date, the Search Committee has not received the following information:

Resume __
Cover Letter __
Transcript __
Letters of Reference __
Other ___

Please send the requested information to *(provide contact name and email address or mailing address here).* When the requested information is received, your application will undergo initial screening. However, the above materials must arrive no later than *(insert final acceptance date)* for your file to be actively considered. After that date, we will assume that you are no longer interested in the position.

Sincerely,

Chair, Search Committee

SAMPLE LETTER FOR NON-SELECTION FOR INTERVIEW

Date

Dear Ms. Smith:

Although your qualifications are impressive, the search committee found others whose qualifications more closely match the needs of the department. Therefore you are not among those under active consideration at this time.

We have not yet made a final decision. We would like to keep your application in our active file until a final decision is made. You should hear from us in four to six weeks about future decisions.

Thanks you for your interest in Texas A&M University.

Sincerely,

Chair, Search Committee

SAMPLE INTERVIEW QUESTIONS

1. Typically, a wide variety of questions can be used to gain information about a candidate's ability to perform a job. The search committee members should use these questions as a guide to develop measurable questions that target specific job skill requirements.
2. Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?
3. Give an example of a time when you could not participate in a discussion or could not finish a task, because you did not have enough information. What did you do?
4. Tell me about a time when you had to use your verbal communication skills in order to get a point across that was important to you.
5. Give an example of a time when you had to be relatively quick in coming to a decision.
6. Can you tell me about a job experience in which you had to speak up and tell other people what you thought or felt?
7. Give me an example of when you felt you were able to build motivation in your coworkers or subordinates.
8. Tell about a specific occasion when you conformed to policy even thought you did not agree with it.
9. Describe a situation in which you felt it necessary to be very attentive and vigilant to your environment.
10. Give an example of a time when you used your fact-finding skills to gain information needed to solve a problem, and then tell me how you analyzed the information and came to a decision.
11. Give me an example of an important goal you had to set and tell me about your progress in reaching that goal.
12. Describe the most significant document, report, or presentation that you have completed.
13. Give me an example of a time when you had to go above and beyond the call of duty in order to get a job done.
14. Give me an example of a time when you were able to communicate successfully with another person, even when that individual may not have personally liked you.
15. Describe a situation in which you were able to "read" another person effectively and guide your action by your understanding of his/her individual needs or values.
16. In this position, how do you think you might be able to support the university's philosophy toward diversity?
17. What did you do in your last job in order to be effective with your organization and planning? Be specific.
18. Describe the most creative work-related project you have completed.
19. Describe a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person.
20. Give me an example of a time when you had to analyze another person or a situation carefully in order to be effective in guiding your action or decision.
21. What did you do in your last job to contribute toward a teamwork environment? Be specific.
22. Give me an example of a problem you faced on the job and tell me how you solved it.
23. Describe a situation in which you were able to positively influence the actions of others in a desired direction.
24. Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker.
25. Describe a situation in which others within your organization depended on you.
26. Describe your most recent group effort.
27. Describe the worst customer or co-worker you have ever had and tell me how you dealt with him/her.

A template can be used to add and score interview questions:
http://employees.tamu.edu/managers/hiring-matrix

Contact HR Recruitment and Workforce Planning at 845-5154 or jobpath@tamu.edu for additional information.