



Talent Spotting: Hiring Great Employees

SAMPLE JOB DESCRIPTION

POSITION TITLE:	Administrative Assistant
REPORTS TO:	[name and title]
PURPOSE:	To manage the monthly, quarterly and yearly flow of administrative and operations responsibilities; to assist the owner in providing excellent customer service to clients; to maximize the efficiency and effectiveness of business operations.
SCOPE:	Full time, 40 hours per week; occasional evening events; working with one owner and four employees.
JOB IS SUCCESSFULLY COMPLETED WHEN:	The administrative and operational responsibilities of the company are organized and completed accurately and on time; clients are treated with warmth, courtesy and respect.

SPECIFIC RESPONSIBILITIES:

- Maintain confidentiality of all information
- Post payables and receivables to QuickBooks system
- Handle banking responsibilities, including making deposits and balancing the accounts
- Maintain current invoices in QuickBooks for each Forum client and send invoices Prepare financial reports from QuickBooks as necessary
- Handle travel arrangements for owner and additional staff
- Maintain the business database
- Print rosters and reports
- Prepare materials for presentations as necessary using Word and PowerPoint
- Purchase office supplies
- Organize and maintain accurate files
- Handle appreciation gifts
- Send birthday cards and/or emails to clients, vendors and colleagues
- Write thank-you notes as necessary
- Handle all arrangements for corporate events, both internal and external
- Prepare cost estimates for said events in Excel
- Handle phone calls and calendar arrangements as needed
- Complete other responsibilities as needed



Talent Spotting: Hiring Great Employees

SAMPLE JOB DESCRIPTION (CONT.)

FOR INTERNAL USE ONLY

PERSONAL QUALITIES:

- Trustworthy; will maintain confidentiality and handle financial matters
- Takes initiative and enjoys responsibility
- Understands how admin tasks are critical to the big picture
- Looks ahead to anticipate needs and deadlines
- Warm, pleasant and professional on the phone
- Good customer service skills
- Interested in the overall growth and success of the company

SKILLS:

- Proficient in Word, PowerPoint, Excel and QuickBooks
- Experienced in database software
- Good organizational skills

EXPERIENCE:

- Experience in bookkeeping
- Experience in small office

HOURS:

40 hours per week, occasional evening events

COMPENSATION:



Talent Spotting: Hiring Great Employees

JOB DESCRIPTION

POSITION TITLE:

REPORTS TO:

PURPOSE:

SCOPE:

**JOB IS SUCCESSFULLY
COMPLETED WHEN:**

SPECIFIC RESPONSIBILITIES:



Talent Spotting: Hiring Great Employees

JOB DESCRIPTION (CONT.)

FOR INTERNAL USE ONLY

PERSONAL QUALITIES:

SKILLS:

EXPERIENCE:

HOURS:

COMPENSATION:



Talent Spotting: Hiring Great Employees

SAMPLE INTERVIEW QUESTIONS *FIRST INTERVIEW*

Warm up conversation (your goal is to engage them in conversation and put the candidate at ease)

- What two or three things about this position interested you?
 - Help me understand where your experience in marketing/communication comes from.
 - What are the top three duties in your current [or most recent] position? How long have you been in your current role?
 - To whom do you report?
 - What's changed that makes this a good time for you to look at new opportunities? What's the most challenging job you've had so far?
 - What do you consider to be the next step in your career? Tell me a little bit about your personal goals and dreams...
1. What do you like best about your current job? [What do you like doing so well that you'd be happy if you could do it all day?]
 2. What do you like least about your current job? [In a perfect world, what do you wish you'd never have to do again?]
 3. Tell me about a trend or change in your industry? Why do you think it's important?
 4. What are the 5 most important key factors in determining what would be the "perfect fit" as you decide your next position?
 5. What is your current compensation?
 6. What is your desired compensation?
 7. Tell me about a success you're most proud of — something that you were responsible for — that you drove to completion and that had a measurable impact.
 8. Tell me about an improvement you've made in your environment that has increased your efficiency or changed how your department gets things done.
 9. Do you prefer to take a project and run with it; or prefer to have someone guide you?
 10. What kinds of things do you feel most confident doing?
 11. What was the biggest obstacle you've had to overcome and how did you do it?
 12. What's made you successful so far?
 13. What's held you back?
 14. Anything else you'd like us to know about you?



Talent Spotting: Hiring Great Employees

SAMPLE INTERVIEW QUESTIONS SECOND INTERVIEW

1. What strengths did you rely on in your last position to make you successful in your work?
2. Describe what you see as your strengths related to this job/position.
3. Describe what you see as your weaknesses related to this job/position.
4. Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
5. Tell me a time when you were a part of a great team. What was your part in making the team effective?
6. What do you think are the best and worst parts of working in a team environment? How do you handle it?
7. Do you enjoy working with others or are you most comfortable working alone or independently?
8. If someone asked you for assistance with a matter that is outside the parameters of your job description, what would you do?
9. Describe how you like to be managed, and the best relationship you've had with a previous boss.
10. Under what conditions do you learn best?
11. What might make you resistant or rebellious?
12. What is your interpretation of "success"?
13. What are your career path interests?
14. Review the job description and the duties listed there. Tell me the experiences you have had performing these duties or equivalent experience.
15. Now that you have learned about our company and the position you are applying for, what hesitation or reluctance would you have in accepting this job if we offer it to you?
16. Tell me anything else you would like us to know about you that will aid us in making our decision.
17. What questions do you have for me?



Talent Spotting: Hiring Great Employees

SAMPLE INTERVIEW ASSESSMENT COMMUNICATIONS DIRECTOR

COMPUTER SKILLS					
Data Base	1	2	3	4	5
Excel	1	2	3	4	5
PowerPoint	1	2	3	4	5
QuickBooks	1	2	3	4	5
Internet	1	2	3	4	5
WORK ETHIC					
Hardworking	1	2	3	4	5
Whatever it takes	1	2	3	4	5
Pride in accomplishment	1	2	3	4	5
No job is beneath me	1	2	3	4	5
Reliability	1	2	3	4	5
WORK STYLE					
Detailed	1	2	3	4	5
Organized	1	2	3	4	5
Self-motivated	1	2	3	4	5
Good at participating	1	2	3	4	5
EVENT PLANNING					
Cost estimates	1	2	3	4	5
Travel arrangements	1	2	3	4	5
Tone, theme, aura	1	2	3	4	5
PR / MARKETING EXPERIENCE					
E-newsletters	1	2	3	4	5
Writing skills	1	2	3	4	5
Press releases	1	2	3	4	5
Media relationships	1	2	3	4	5
SPONSORSHIPS / CORPORATE PARTNERS					
Personal requests	1	2	3	4	5
Support	1	2	3	4	5



Talent Spotting: Hiring Great Employees

26 OFF-LIMITS INTERVIEW QUESTIONS

Federal and state laws prohibit discrimination on the basis of an applicant's race, color, national origin, religion, sex, age or disability. Some state laws also prohibit discrimination based on factors such as marital status or sexual orientation. If you ask a job applicant a question specifically relating to one of those characteristics, you've broken the law and are subject to being sued, as is the company.

Every question you ask should somehow relate to this central theme: "*How are you qualified to perform the job you are applying for?*" To avoid the appearance of discrimination during interviews, **do not ask** the following questions:

- Are you married? Divorced?
- If you're single, are you living with anyone?
- How old are you?
- Do you have children? If so, how many and how old are they? Do you own or rent your home?
- What church do you attend? Do you have any debts?
- Do you belong to any social or political groups?
- How much and what kinds of insurance do you have?

The following questions could result in an Americans with Disabilities Act lawsuit:

- Do you suffer from an illness or disability?
- Have you ever had or been treated for any of these conditions or diseases? Have you been hospitalized? What for?
- Have you ever been treated by a psychiatrist or psychologist? Have you had a major illness recently?
- How many days of work did you miss last year because of illness? Have you ever filed a worker comp claim?
- Do you have any disabilities or impairments that might affect your performance in this job? Are you taking any prescribed drugs?
- Have you ever been treated for drug addiction or alcoholism?

Many companies ask female applicants questions they don't ask males. Not smart. Here are some questions to avoid with female applicants:

- Do you plan to get married?
- Do you intend to start a family? What are your day care plans?
- Are you comfortable supervising men?
- What would you do if your husband were transferred?
- Do you think you could perform the job as well as a man?
- Are you likely to take time off under the Family and Medical Leave Act?

Final point: If a job candidate reveals information that you're not allowed to ask, don't pursue the topic further. The "she brought it up" excuse won't fly in court, so change the subject right away.