

Recruiting with Confidence: Strategies for Hiring – Takeaway Guide

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*[www.officehoursco.com](http://www.officehoursco.com)*

Exhibit A: Sample Job Description

**Title:** Administrative Assistant

**Department:**

**Reports to:**

**FLSA Status:**

**Hours:**

**Salary (Optional):**

*[Insert: About/Organizational EVP]*

**Job Summary:**

Provide clerical and administrative assistance to the XYZ position and staff. The Administrative Assistant assists in providing general clerical and administrative support to the office staff.

**Minimum Qualifications:**

- High School Diploma or equivalent
- 1-3 years of experience working in an office setting

**Responsibilities:**

- Assist with the coordination of the daily activities of the department
- Provide reception functions and general clerical and administrative support to the Director and all staff.
- Develop, maintain, and retain documentation, guidelines and procedures for internal and external clients to market and promote news, events, and other announcements.
- Assist with the maintenance of all campus posting equipment and newsletters.
- Coordinate work activities of part time or student worker staff
- Maintain, process, and retain all documents applicable to Marketing & Public Relations.
- Provide additional general clerical and administrative support to the department as assigned.

**Core Competencies:**

- Possess strong organizational skills
- Demonstrate clear and effective written and verbal communication skills
- Provide strong and clear communication, customer service, and inter-personal skills
- Ability to work independently
- Able to cooperatively work with diverse groups of students and staff
- Understanding of Microsoft Office Productivity Suite
- Understanding of basic computer operations and office equipment
- Demonstrates efficient keyboard and data entry accuracy and speed

**Workload Summary:**

- Work is normally performed in a general office setting
- Work is conducted in a busy office environment with frequent interruptions
- This position requires light physical activity and movement

Exhibit B: Application Contents

- Personal Data (Name, address, phone number, email, best way/day/time to be reached)
- Position for which candidate is applying and/or dates and times that candidate is able to work (part-time, full time, etc.)
- Education (in progress, degrees completed)
- Skills and/or Certifications
- Work History (Include dates of employment, reason for leaving positions, salary)
- References
- Authorization to work in the US
- EEO Statement
- Statement asking candidate to sign off on the truthfulness of information supplied
- Signature and date line

Exhibit C: Sample Rejection Email

Dear RECIPIENT FIRST NAME,

Thank you for your interest in the XYZ position at XYZ Company! We appreciate the time you took to apply for this job opportunity and for your patience as we completed this search. We were very fortunate to have a very strong group of applicants to consider for this role and we have decided to move forward with individuals who more closely match the skills and qualifications required for this role.

We will keep your resume on file and encourage you to keep us in mind when considering future opportunities. We invite you to visit our website periodically to review new positions as they become available. Please accept our best wishes for your continued success in your job search.

Kindest regards,  
XYZ COMPANY HR DEPARTMENT

Exhibit D: Behavioral-Based Interview Guide

- Have you ever made a suggestion at work that impacted the customer's experience in a positive way? If so, describe a time when you made this suggestion. Was your idea implemented? If so, how was it implemented?
- Tell me about a time when your day did not go as planned; you were exhausted and ready to give up, but you pushed through for the sake of the company. How did you manage to get the job done while overcoming your frustration?
- Describe a time you had to work closely with another department in order to accomplish a task. What worked well? What would you have done differently?
- Tell me about a time when you discovered a coworker's mistake in their work. How did you resolve the mistake?
- Provide an example of a situation where you improved a work process. Why do you think you succeeded? Who did you partner with along the way?
- Describe a process or procedure that you are required to do, but you did not like doing. Why did it frustrate you to do this process or procedure? How were you able to overcome it?
- Describe a time when you had to adjust to a new manner of organizing documents or files that differed from your previous experience or preference. How did you overcome your feelings and adjust?
- Tell me about your last performance review. What was mentioned about how you could improve? Any re-occurring themes?
- How have past managers described your work ethic? What three adjectives would you use to describe your work ethic? How do these differ from your manager's descriptions?
- Describe the appearance of someone who you view as effective in their position.
- What is the most recent skill you have developed in this job? Why was it necessary for you to learn this?
- Tell me about a time when you discovered an area of this job at which you were really talented. How have you kept up your level of work in that area?

Exhibit E: Reference Check Guide

Candidate Name:

Reference Name/Title/Company:

Dates of Employment:

Position(s) Held:

Salary History:

Reason for Leaving:

First Steps:

1. Review the candidate's application materials thoroughly.
2. Verify that the candidate has provided permission to call the reference or has listed the reference on their application.
3. Call the reference, identify yourself and your position, and indicate that the candidate has given permission to contact them as a professional reference.
4. Explain that the candidate is a finalist for the stated position, and describe the position to the reference, including the expected responsibilities.

Sample Questions:

1. How long and in what capacity did/do you know this individual?
2. Do you know why this individual is leaving his/her current employment?
3. What position did the individual hold at your organization and what were his/her responsibilities? How well did he/she carry them out?
4. In your opinion, what are this individual's strengths? Give examples if possible.
5. In what areas might this individual need to develop? Give examples if possible.
6. How would you describe this individual's overall performance and quality of work?
7. Describe how this individual got along with supervisors and coworkers.
8. How would you describe the individual's work attitude, values, and ethics?
9. Would you recommend that your organization rehire this individual? Why or why not?
10. Is there anything else you would like to add about this candidate that we have not covered?

Exhibit F: Sample Offer Letter

DATE

CANDIDATE NAME  
CANDIDATE ADDRESS  
CANDIDATE CITY, STATE

RE: Employment Offer

Dear CANDIDATE NAME:

We want you to be part of the XYZ COMPANY team!

We are delighted to extend to you an offer of FULL TIME/PART TIME employment as POSITION TITLE at a semi-monthly rate of \$XXX (\$XXX annualized) through DATE. You will report to HIRING MANAGER NAME, HIRING MANAGER POSITION. If this offer is acceptable, we would like to suggest a hire date of DATE

We are excited about the future of XYZ COMPANY and hope you'll join us to play an integral role in helping us get there. You will be a part of a team full of devoted and smart people who are all dedicated to one of the most valuable assets available: education. And perhaps most importantly, you'll join a COMPANY/ORGANIZATION that truly cares about nurturing and furthering your career.

Enclosed you will find information on our benefits. Please note that some of the benefits may be pro-rated based upon the month of your employment.

In closing, we are thrilled at the prospect of you joining us, CANDIDATE NAME. We are confident that you will achieve great things at COMPANY NAME and hope you find our offer acceptable. If you have any questions or need further clarification, please feel free to contact me at PHONE NUMBER.

Should you decide to accept this offer, please note that this offer is contingent upon successful completion of a reference and background checks.

This letter serves as confirmation regarding our verbal conversation from earlier. After review of this email, simply sign in the area below and return to me by DATE. We can't wait to have you aboard.

Sincerely,  
HIRING MANAGER NAME

Exhibit G: 30-60-90 Day Onboarding Check-In Guide

Name:

Hire Date:

Manager:

Date Meeting Conducted:

1. How is your job going?
2. Is it what you expected when you were hired?
3. Any surprises? If yes, what are they?
4. Has training been helpful? Adequate? Lacking?
5. What training would you add for new employees?
6. Do you know where you stand in terms of your progress since you started working?
7. How are your relationships within your department/and in the office?
8. Do you have suggestions on how we could improve our communication across the department and/or company?
9. Are there any questions you still have/is anything unclear?
10. Is there something that we should be providing to new employees that we have missed?
11. Do you feel out of the loop about anything?
12. Do you have any general suggestions?
13. Do you have any general work needs that haven't been met?
14. Is there anything would like to ask that we have not addressed?