







# Staff Recruitment and Hiring Manual

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**2. Internal Job Postings**

**3. External Job Postings**

**Exhibit 2**

**4. Networking**

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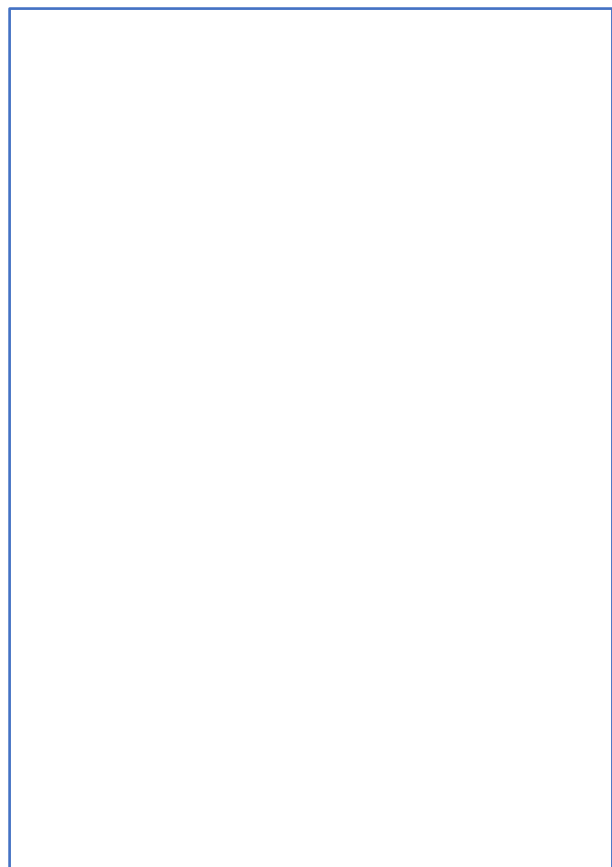
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POSITION DESCRIPTION:

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POSITION SUMMARY

The Controller is a key member of the College's financial leadership team and is responsible for providing College-wide strategic oversight of financial accounting, operations, external reporting, compliance and risk management.

The Controller reports directly to the Chief Financial Officer and is the College's principal accounting officer. Working closely with other senior administrators, faculty, staff, students, and the Board of Trustees, the Controller ensures a strong and efficient financial control environment that supports the educational mission of the College.

The Controller leads an office of approximately twelve employees responsible for financial, endowment and grant accounting; financial reporting; policy development; tax management; procurement and accounts payable; payroll processing; accounts receivable; student accounts; and cash management. The Controller is responsible for ensuring accurate, efficient processing of financial transactions, maintaining sound accounting policies and practices, and balancing effective compliance with excellent customer service.

RESPONSIBILITIES

Develop, refine, and maintain appropriate financial and internal control systems that ensure protection of College resources and compliance with local, state, and federal laws and regulations as well as generally accepted accounting principles (GAAP), FASB standards, College policies, and best accounting practices; enforce and communicate these effectively and in a variety of ways;

Monitor financial and internal controls including, but not limited to the timely performance, documentation and review of account reconciliations;

Maintain the general ledger system and chart of accounts; ensure that any accounting

Act as primary liaison to the Audit Committee of the Board, responsible for meeting minutes, reporting on financial results and risk, preparing special written reports, and engaging in discussion with the Committee;

Provide staff development and supervision within the Controller's Office; interview, hire, and train new employees; coach and evaluate performance; mediate disputes; set priorities and standards;

Identify strategic opportunities to improve processes within the department and throughout the College, including involvement in establishing practices for new initiatives within the College; assist departments as they try to develop and advance their own programs and capabilities;

Establish effective cash management practices; design and maintain an effective cash forecasting system and project long-term liquidity needs; establish and maintain relationships with the College's banking partners and other financial institutions; remain current on treasury trends and services;

Ensure timely payment of debt service, compliance with bond covenants, and post-issuance debt compliance requirements;

Coordinate the review, selection, testing, implementation, and maintenance of all software

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Strong organizational, analytical, interpersonal, problem-solving, and customer service skills; ability to effectively communicate orally and in writing complex financial information to constituencies with varied levels of financial expertise;

Integrity, the highest ethical standards and the ability to handle confidential information appropriately;

High level of professionalism, motivation, enthusiasm, initiative, self-direction, and the ability to work under pressure and manage numerous deadlines simultaneously;

A bachelor's degree is required; an MBA or other advanced degree in accounting, finance, business or a related field from an accredited program is preferred; and a CPA certification is highly preferred.

### Job Advertisement

#### CONTROLLER – Bryn Mawr College

Bryn Mawr College is a private liberal arts institution located in the Philadelphia, Pennsylvania region. The College serves a population of approximately 1,700 students at both the undergraduate and graduate levels. It has a long tradition of educational excellence and offers a dynamic and challenging work environment. The campus is easily reached by public transportation as well as most major highways.

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**Society for Advancement of Chicano & Native  
Americans in Science**  
www.sacnas.org  
E-mail: webads@sacnas.org

**Society of Women Engineers**  
https://swe.org/  
E-mail: hq@swe.org

**Society for College and University Planning**  
www.scup.org  
E-mail: info@scup.org

**Society of Hispanic Professional Engineers**  
https://shpe.org  
E-mail: john.goodrich@shpe.org

**Vetjobs.com**  
www.vetjobs.com

**Women in Higher Education**  
www.wihe.com  
E-mail: career@wihe.com

**Women in Technology International**  
www.witi.com  
E-mail: info@witi.com

For a select period of time, some jobs might be posted on the College's LinkedIn recruitment site. LinkedIn has a feature that automatically contacts participants who are determined to be a possible match to the job and who are receptive to receiving such





Proposals for positions should include the following:

Title

If it was an existing position, the name of the person who is vacating/vacated the position

Supervisor

Work schedule: hours per week and weeks/months per year

Employee classification: exempt (AP), non-exempt (CT or SC), or a misc temp

Start date

End date (if applicable)

Hourly rate or annual salary

Funding source(s)

Justification for the position (i.e., why is the function beneficial/how does it advance the strategic vision of the College, what is the value of the position in accomplishing that function, what alternatives were considered, etc.)

Proposed work space and equipment necessary; be specific if the space proposed will

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Start with welcoming the applicant and letting him/her/they know what will occur throughout the interview process. Tell the applicant the scheduled length of the interview. Let him/her/they know that you may be reading questions, because we want to ensure that all applicants are asked the same questions. Explain that you will be taking notes.

Introduce yourself and your role/history with the College. Describe the College, your role, and what you appreciate about working at the College. Finally, briefly describe the job opening.

Below is an inventory to assist with building the list of questions for an interview. If there are multiple people who will each be separately interviewing the candidate, compare questions. One or two can be the same, but the lists should not be identical for each interviewer. If they are, then perhaps the interview should be set up as a group interview rather than a series of one-on-one interviews.

Choose questions that will shed light on the actual skills required in that particular job:

13. Describe the worst boss you ever had.
  14. Tell me about a failure in your working life and why it occurred.
  15. What could your last employer have done to keep you?
  16. What two or three things would be most important to you in your ideal job, and why?
  17. What kind of oversight and interaction would your ideal boss provide?
  18. Tell me about your greatest achievement at work.
  19. Tell me about a time when you had to overcome a major obstacle that stood in the way of you accomplishing a goal or commitment. How did you approach the situation?
  20. What are the three most important attributes or skills that you believe you would bring to the College if we hired you?
  21. How would your current boss describe your work and contribution?
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1. In what way do you believe your education and training have prepared you for this position?
  2. What special training do you have that is relevant to this position?
  3. What licenses or certifications do you have that are relevant to this position?
  4. What professional affiliations do you have that are relevant to this position?
  - 5.



7. What training have you received in \_\_\_\_\_?
8. Describe your experience with \_\_\_\_\_ (list important job-related tools, software and/or equipment).
9. Walk me through the procedures you would follow to \_\_\_\_\_.
10. What equipment have you been trained to operate? When/where did you receive that training?
11. What equipment did you operate in your job at \_\_\_\_\_?
- 12.

2. How often is your time schedule upset by unforeseen circumstances? What do you do when that happens? Tell me about a specific time.

2. We've all had to work with someone who is very difficult to get along with. Give me an example of when this happened to you. Why was that person difficult? How did you handle the person? What was the result?
3. When dealing with individuals or groups, how do you determine when you are pushing too hard? How do you determine when you should back off? Give an example.
4. How do you go about developing rapport (relationships) with individuals at work?
5. Give me some examples of when one of your ideas was opposed in a discussion. How did you react?
6. Tell me, specifically, what you have done to show you are a team player at \_\_\_\_\_.
7. We all have ways of showing consideration for others. What are some things you've done to show concern or consideration for a co-worker?
8. How do you keep your employees informed as to what is going on in the organization?
9. What methods do you use to keep informed as to what is going on in your area?
10. Describe the most difficult person you have ever worked with and how you handled him or her.
11. Tell me about a time you needed to motivate a co-worker.
12. Have you ever been on a team where someone was not pulling their own weight? How did you handle it?
13. Tell me about a time your co-workers had a conflict. How did you handle it?
14. Tell me about a time you had to take a firm stand with a co-worker. What was the situation? What was difficult about the co-worker? What was the firm stand you had to take?
15. Describe how you instruct someone to do something new. What were you training them to do? Walk me through how you did it.
16. Tell me about a time you had to win approval from your co-workers for a new idea or plan of action.
17. Tell me about a new idea or way of doing something you came up with that was agreed to by the supervisor. What did you do to get it to the right person? What did you do to get the supervisor to agree? Be specific.
18. Describe any supervisory or leadership training, schooling, or work experience you have had and its relevance to this position.

19. What leadership skills and experience do you have that would qualify you as an effective leader? Be specific.

20. How would your coworkers at your current job describe your interaction with them and your general effectiveness in your work performance? How would your coworkers ork

16. Describe what you mean by “on-the-job stress.”
  17. Describe a time when you felt you “lost your cool” on the job and the result.
  18. Have you ever gone above and beyond to help one of your customers or colleagues? What did you do?
  19. Tell me about a time when you had to fight for an idea at work.
  20. Talk about a difficult problem you’ve had to solve. How did you solve it?
  21. Describe a time when you disagreed with your supervisor on how to accomplish something.
  22. Have you ever had to convince your team to do a job they were reluctant to do?
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1. We’ve all had occasions when we misinterpreted something that someone told us (like a due date, complicated instructions, etc.). Give me a specific example of when this happened to you. What was the situation? Why was there a misinterpretation? What was the outcome?
  2. What experience do you have with writing?
  3. What have you done in the past five years to improve your writing skills?
  4. What have others said about your writing ability?
  5. What kind of reports/proposals have you written? Can you give me some examples?
  6. Give an example of when you told someone to do something and they did it wrong. What was the outcome?
  7. What reports that you are currently preparing (or recently prepared) are the most challenging and why?
  8. What kinds of presentations have you made? Can you give me some examples? How many presentations do you make in a year?
  9. Give me an example from your past work experience where you had to rely on information given to you verbally to get the job done.
  10. What different approaches do you use in talking with different people? How do you know you are getting your point across?
  11. What is the worst communication problem you have experienced? How did you handle it?

12. What experience have you had with public presentations? What was their purpose, and what visual aids and kinds of notes did you use?

1. Describe the positions in which you have had supervisory responsibility. How many people have you supervised and in what kinds of positions? Did you have hiring/firing authority?

2. Give an example of a time when you were disappointed by an employee's lack of accomplishment and what you did about it.

3. In your experience, what kinds of things motivate an employee?

4. Describe a sticky situation with an employee and how you dealt with it.

5. Describe an innovative way you handled a conflict involving two or more of your subordinates.

6. What kinds of things can a supervisor do to create a positive working environment?

7. What training and experience do you have in listening skills?

8. Approximately how many people have you personally hired in your career?

9. Describe an effective performance planning and review process.

10. What methods of communicating with subordinates have you found most successful?

11. What recognition and reward systems for subordinates have you found most effective?

12. What is the role of a supervisor?

13. What are the major responsibilities of a supervisor?

14. What is an effective training and orientation program for a new employee?

15. Describe the most serious complaint an employee brought to your attention and what you did about it.

16. Give an example of the most novel idea an employee presented to you and how you responded.

1. What was the level of your decision-making authority in past positions?

2. Describe a decision you made that had a negative result.

3. Give an example of a decision you made that backfired and what you did about it.
4. Give an example of a decision you made that turned out better than you believed possible.
5. Describe a time when you made a decision in the absence of a clear policy regarding the issue.
6. Describe your experience with setting goals and objectives.
7. Describe your experience in developing and monitoring budgets.
8. What fiscal authority have you had in past positions?
9. Give an example of a situation in which a budget overrun was necessary to accomplish a goal.
10. What is the most effective method for setting priorities?
11. What would your current/past employer tell us about your ability to organize your work?
12. Describe a time when your goals conflicted with the goals of the organization and what you did about it.
13. What is your most significant accomplishment?
14. What is your most creative idea that was turned down?

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EXHIBIT 7

For use when having a conversation with professional references provided by a candidate

Employment Dates

Title

Company

Did (insert name) report to you? If not, what was the relationship between your position and (insert name)'s position

What duties did (insert name) perform while employed?

What would you say was (insert name)'s top contribution to the company while working at your firm/institution?

What would you say is the area (insert name) could most improve in terms of job performance?

What 3 adjectives would you use to describe (insert name)'s job performance?

We really need someone who has (insert skill) in this role. Do you think (insert name) has a strong proficiency in this area?

Could you comment on (insert name)'s ability to work with others? (insert name)'s ability to meet deadlines? (insert name)'s ability to handle stress? (insert name)'s ability to work independently?