

Big Biller Secrets

Presenter: Trey Wright, Managing Partner with Kaye/Bassman International

Trey Wright is the Managing Partner and Practice Leader of the Higher Education Practice at Kaye/Bassman International. Prior to a career in search, Trey Wright served in the Proprietary School industry for 13 years in senior management positions included Financial Aid Manager, Director of Admissions, Campus Director, Regional Director of Admissions and Regional Director of Career Services.

In 2007, Trey launched Infinity Recruiting & Staffing, LLC. The group placed an enormous footprint within several of the nation's premier post-secondary, for-profit education groups. In 2013, Infinity Recruiting was acquired by Kaye/Bassman International to establish the Higher Education Practice. In this session, Trey shares how to dramatically increase your interview to hire ratios and much more!

Meeting: "Big Biller Secrets" by Trey Wright

If you are reviewing this episode with a team, watch the entire Episode and ask your group for their key takeaways and insights. Review the following below to fill in the gaps.

RESUME REVIEW: Trey covered a lot of ground related to making sure a candidate's resume is an exceptional representation of who the candidate is and what is brought to the table. Let's break it down into bullets and create a checklist of steps when a resume comes in the door:

- How does it look? Is it formatted in an easy-to-read manner? Are there any words that are obviously misspelled or weren't caught? Manger instead of manager is one of the most common mistakes on a resume that spellcheck doesn't catch! How the resume pulls up on your screen is more than likely how it will pull up on your hiring manager's screen – so make sure that it pulls up in the window well.
- Does the resume match what you covered with the candidate on the phone? How does the work history compare – are the dates in line with your understanding of the employment history? Are the titles held the same as the titles you understood them to hold? Are the accomplishments what you discussed? Is there anything omitted left off that shouldn't be? The old rule of a resume needing to be one page is probably only relevant for recent college graduates – so make sure that your candidate hasn't eliminated too much experience in the interest of keeping the resume concise.
- Check for meaningless buzzwords; be on the lookout for phrases like excellent communication skills, accustomed to fast-paced environments, detail-oriented, exceptional organizational skills, and results-oriented professional. Be aware of fluffy words like team player, self-starter, people-person, trustworthy, and goal-oriented. Why should these be avoided? They are vague, and they make this candidate's resume look like everyone else's. They take up space that could be used for strong, concrete, specific examples of what this candidate has accomplished, the work they have produced, and how hiring them would benefit this potential company. It doesn't mean that by taking out the word "results oriented professional", that you can no longer communicate that benefit to a client – but it should be elaborated on with real-life, specific and quantifiable examples.

- Leave out glaring statements of the obvious. A few examples? One phrase that can be left off is *"References furnished upon request."* It's assumed that your candidate will offer references if the hiring manager asks, so don't clutter the resume with those unnecessary words. Another example – the resume objective. *"To find a role in the advertising industry that advances my career and provides me with a challenge, while utilizing my experience with X, Y, and Z."* This is implied, and wastes space that could be better used to show track record of proven accomplishments, measurable success stories, or awards and accolades that separate this candidate from the competition.
- Finally, evaluate social media accounts and provide feedback on content and professionalism.

RELOCATION: Trey and his team handle numerous relocations throughout the year, and know that this is one of the stickiest areas to manage over the course of the interviewing process. He starts early with providing candidates an understanding of the city or regions they may be considering, with a link on their blog (along with several other candidate resources) to data provided by <http://www.livability.com/find-city>. If you occasionally or frequently relocate candidates, what can you do to make the evaluation process more comprehensive? Consider creating a spreadsheet or template that candidates can fill out early in the process that includes information such as:

- Current status of the ownership of the home, the realistic possibilities for that home selling, at what cost, and in what timeframe
- Calculate the cost for a pack, ship, and move, and clarify and the candidate's expectations for reimbursement for that move
- Cost of living differentials, tax differentials, and city information
- Expectations for financial assistance with any temporary housing needs, short-term double payment issues, or travel back-and-forth prior to, or after, start date
- Introduction to a local realtor or realtors if the candidate intends to purchase a home immediately
- Is the spouse employed? What does the spouse do? What is his/her income? Is the spouse going to continue working in the new city? If so, does that employment need to be secured prior to the candidate accepting the offer? How difficult will it be to transfer that spouse to a new area and company?
- How old are the children? Are the children in public or private school? What needs to be done to transition the children to a new school system? What activities are the children involved with? Are there any special needs of the children?

FOLLOW-THROUGH: Even if we only have one chance to make a first impression, the follow-through by your candidate can continue the momentum generated in the interview and hopefully accelerate next steps! Coach your candidates to write a personal email following every interview, and perhaps consider them sending it to you first so you can review. What to include in the email?

- Reiterate to the hiring manager that you are extremely interested in the opportunity
- Reiterate why you are a great fit for the role and organization



- Reiterate past accomplishments that are likely to lead to making a positive impact on the hiring company
- Close on next steps

EXPECTATIONS: Throughout Trey's tips and best practices, you can see that over-communication is key. The following is the email template sent to each candidate upon commencement of the interviewing process; how can you continue to improve your own candidate experience?

Thank you for choosing Kaye/Bassman to help guide you while working toward your next professional endeavor. We will do our best to arm you with enough information to guide you to the finish line of the interview process.

The Higher Education Practice has adopted these five bill rights that each candidate should expect.

1. **Confidentiality.** As a candidate, you assume some risk should your current employer learn about the search. You have a right to expect the highest degree of confidentiality from the search firm you work with. Kaye/Bassman works confidentially with every candidate who requests it, NO EXCEPTIONS.
2. **Full disclosure.** To make the right decision, you will be given all the information you need about the search firm, the client and the position. We subscribe to this right for each of the candidates we represent.
3. **Professional treatment.** Your Kaye/Bassman search consultant should answer your questions honestly, be organized and prepared. He/she should also respect the time you are investing.
4. **Adequate process details.** Your Kaye/Bassman search consultant should tell you about the time frame of the search, the steps that lie ahead, and whom you will need to meet before a decision is made.
5. **No pressure.** Your decision should never be hurried, and you should not be pressured to accept an offer. We will make you aware of deadlines and the implications of making or not making a timely decision.

In advance of our next conversation, please follow the links below for helpful interview and job search tips. We want to assist you in making the best impression possible during all your conversations with the leadership team. It is critical that you do the footwork and follow our lead. We have intimate knowledge of our client's interviewing style, techniques, what they like and what they don't.

Before any interview, we will schedule an interview prep with you. These prep sessions will give you valuable insight into the group and their leadership team! We look forward to walking you through this process and hopefully, across the finish line.

Candidate Corner – <http://www.kbic.com/blog/higher-education/candidate-corner/>

Feel free to [subscribe](#) to our monthly newsletter and get a wealth of information. I will be back in contact with you in the coming days to help prepare you for what comes next. We look forward to working with you and thanks for choosing Kaye/Bassman.

General Interview Questions

Interview questions that have been recycled for your use. The beauty of these questions is that they have been used before and have proven to be effective at eliciting the desired responses from candidates. Please use them freely and share them with others to further prove that good questions are a renewable energy source. However, use and adapt only those that are related to your specific position.

1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2. Why are you interested in leaving your current assignment, and why do you feel this assignment would be better for you?
3. How is our institution similar to or different from other organizations or institutions where you have worked?
4. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
5. How does this position fit into your overall career goals?
6. Describe the duties of your current job and your current reporting relationship to others.
7. What do you dislike most about your current job?
8. What is your favorite part of your current job, and why is it your favorite part?
9. What are the three college courses that best prepared you for your current job?
10. What is the best method of creating a ___ _ [i.e., a relevant product or service)?
11. What qualities or experiences make you the best candidate for this position?
12. Describe two or three major trends in your profession today.
13. On the basis of the information you have received so far, what do you see as the major challenges of this position, and how would you address them?
14. Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
15. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
16. Why did you choose this profession/field?
17. What new skills have you learned over the past year?
18. Think about an instance when you were given an assignment that you thought you would be unable to complete. How did you accomplish the assignment?
19. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
20. Describe the best supervisor and the worse supervisor you have ever had.
21. Describe your ideal job.
22. How would you describe your ideal work environment?
23. If we were to check your references on you, what would your past supervisors say about you? How about past coworkers?
24. If you had one big idea that would significantly improve your work environment, what would it be?
25. Can you describe how you go about solving problems? Please give us some examples.
26. What is the biggest conflict you have ever been involved in at work? How did you handle it?
27. What new programs or services would you start if offered the position?
28. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that illustrate your views.
29. Tell us how you would learn your new job in the absence of a formal training program.
30. How would you characterize your level of computer literacy? What are some of the non-traditional applications you use that would illustrate your competency?

31. Think about a coworker from the present or past whom you admire. Why do you admire him or her?
32. What characteristics do you prize most in employee/coworker? What behaviors or characteristics do you find intolerable?
33. Can you share with us your ideas about professional development?
34. Describe some basic steps you would take in implementing a new program.
35. Describe one or two of your proudest professional accomplishments.
36. What is your understanding of the unique role of a ___ [i.e., two-year college/liberal arts college/ research university]?
37. How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
38. Tell us how you go about organizing your work.
39. Describe how you have used computers or other technology to improve your work.
40. Please tell us what you think are the most important elements of a good [e.g., service, activity, product, class, etc.].
41. Describe your volunteer experiences in community-based organizations.
42. What professional associations do you belong to, and how involved in them are you?
43. Tell us about your preferred work environment.
44. What experiences or skills will help you manage major projects?
45. In what professional development activities have you been involved over the past few years, and why did you choose those activities?
46. What volunteer, civic, or social activities have helped you develop professional skills?
47. What things have you done on your own initiative to help you prepare for your next job?
48. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
49. What do you think most uniquely qualifies you for this position?
50. What unique skill set(s) would you bring to this position?
51. How have you prepared yourself over the past few years for your next opportunity?
52. What have you learned over the past six months to a year that is new?
53. In what areas do you feel you need further professional development?
54. What are your professional development or continuous learning plans?
55. Do your assignments normally come from your boss, or do you go to your boss with suggestions?
56. What professional development activities have you completed recently that help to qualify you for this position?
57. What professional development activities have you completed in the past two years?
58. Have you ever spent your own money on your professional development? When, how, and why?
59. What social, civic, or community organizations do you belong to that have helped you grow professionally?
60. Tell us what you know or have heard about the culture of higher education and why this environment might interest you.
61. Have you ever worked in a nonprofit organization, and how do you think such an organization is run compared to for-profit companies?
62. What were some of the things your supervisor said about you during your last performance appraisal?
63. How are your job duties different from what they would be for similar jobs in other organizations?
64. Describe your activities during a typical day on your current job.
65. What subjects did you like least and best in school? Why?
66. Are your grades from college a good reflection of your ability? Why or why not?
67. If you had it to do over again, would you have chosen the same course of study? Why or why not?
68. What were your major duties and responsibilities in your last job?

69. Describe the largest project you were involved with and your role in its success.
70. How would you describe your work ethic? Give us two examples that demonstrate it.
71. How has your current job helped you grow as a person and as a professional?
72. What could your past employer count on you for without fail?
73. What is the most disappointing aspect of your current job?
74. What part of your current job would you describe as fun?
75. What excites you most in your current job?
76. Do you feel that your workload in your current job is too great, too light, just right, or other? Why?
77. What did you do in your last job that made you more effective?
78. Has your present job changed while you have held it? If so, how?
79. Tell us about a time when you and a supervisor disagreed and how the issue was resolved.
80. Would you return to work for any or all of your previous employers? Why or why not?
81. Do you think you are fairly compensated for the work you currently do? Why or why not?
82. What suggestions have you made in your current job to improve how work is performed?
83. What policies or procedures of your current company do you disagree with?
84. How would you describe your relationship with your current supervisor?
85. Have you ever asked for new responsibilities or assignments? What happened?
86. What motivates you?
87. Tell us what about our mission resonates with you most.
88. Would you rather take initiative and some risk or play it safe and steady? Why? Give an example.
89. If hired, what would you do in the first 30 days?
90. Describe some specific contributions you would make during the first six months in this position.
91. In your opinion, what does it take to be a "success"?
92. What are the most challenging parts of your current job?
93. What have you done at work to make your job easier?
94. What tools or methods do you use to keep your supervisor informed of what you are doing?
95. In what kind of environment are you most comfortable?
96. How is your education related to your career?
97. Tell us about three professional skills you have developed, and how that knowledge makes you qualified for this position.
98. Tell us about the last time you lost your temper at work.
99. Tell us of a time when you had to handle a highly emotional employee or customer.
100. What do you do to encourage others to do their best?
101. What expertise do you have that coworkers come to you for assistance in?
102. How do you attempt to persuade others to your way of thinking?
103. Tell us about a time when a supervisor criticized your work.
104. How do you assert yourself to get what you need?
105. What do you know about our college/university?
106. What are three keys to successful _____ [i.e., important aspect of position]?
107. What should a know about students [i.e., name of position in question]?
108. Tell us about a personal or career goal you have accomplished, and why it was important to you.
109. How do you go about solving problems?
110. Tell us about a specific time when you eliminated or avoided a potential problem before it happened.
111. Think about an instance when you were given an assignment that you were not sure of or thought you would not be able to complete. What did you decide, and how did you eventually accomplish the assignment?



112. What professional associations do you belong to and at what level are you involved with them?
113. If someone told you that you had made an error, describe how you would react and what you would say in your defense.
114. You are a committee member and disagree with a point or decision. How will you respond?
115. Describe what you would classify as a crisis.
116. What strengths did you rely on in your last position to make you successful in your work?
117. Tell us about your present or last job. Why did you choose it? Why do you want to leave?
118. Do you have any additional information you would like to share?
119. Do you have any questions for us?

Faculty Interview Questions

Interview questions for personnel involved in teaching, research, scholarship, publications, service, and associated instructional and faculty-related activities:

1. Describe your philosophy about teaching and learning.
2. What specific applications of technology have you used in the classroom?
3. How do you engage students to learn and explore even in an introductory or survey course for non-majors?
4. What are the most important elements of a good instructor?
5. Why are you interested in teaching in a two-year college/liberal arts college/research university instead of a four-year college/liberal arts college/ research university?
6. Why do you feel your teaching style will work to best serve our student population?
7. What experiences have you had working with students outside the classroom [e.g., advising, tutoring, sponsoring student groups, etc.]?
8. What professional development activities have you been involved in over the past few years?
9. What pedagogical trends or changes do you see on the horizon in your discipline?
10. Can you describe the value of your research to a layperson?
11. What are the limitations of your research? Use this as an opportunity to discuss where your research may be headed.
12. What are your plans for securing funding to support your research?
13. Which do you prefer most: teaching, research, or writing? Why?
14. Who are the major scholars in your field, and how does your work compare to theirs?
15. What do you think of _____'s [pick a leading scholar] work?
16. What is your research plan for the next three years?
17. How do you see your research fitting in with the department's?
18. How do you incorporate contemporary ideas into your courses that are not necessarily specific to your discipline [e.g., diversity, globalism, sustainability, etc.]?
19. What elements do you incorporate into your teaching that address different learning styles or diverse ways of learning?
20. How do you adjust your style to the less-motivated or under prepared student versus the strongly motivated, well-prepared student?
21. Give us examples of your ability to work effectively with a variety of students.
22. What are some of the things you have done particularly well in your teaching career or in which you have achieved the greatest success?
23. Starting with your last position, tell us about any of your student-related achievements that were recognized by your superiors, coworkers, students, or others.
24. What has been your greatest frustration or disappointment in teaching, and why do you feel this way?

25. What do you particularly enjoy about teaching?
26. Describe a successful experience in dealing with different students and what you learned from it.
27. In your academic career, what subjects challenged you the most and why?
28. What motivates you, and how would you motivate students?
29. What do you think are the most important characteristics and abilities a person must have to become a successful faculty member?
30. What is your greatest teaching achievement? Why?
31. What is the main point of your dissertation, and why did you choose your topic?
32. What specific research agenda will you pursue if you are selected?
33. How has your experience and training prepared you to teach the courses required?
34. What courses would you prefer to teach if you were given complete latitude in designing them?
35. What experiences or interests do you have in college-wide activities and service?
36. How do you feel about mentoring, advising, and sponsoring student activities?
37. How would you encourage students to major IO?
38. What role(s) should faculty play in the lives of students outside the classroom?
39. What is the greatest intellectual idea you have ever had, and what have you done with it?
40. Where do you see your work going in the next 20 years?
41. With whom in the department do you envision interacting the most and why? Outside the department/university?
42. To what degree do you see integrating under-graduate and graduate students into your research program?
43. Is your students' work usually closely related to your research focus, or is it fairly independent?
44. How do you help graduate students get started on a research project?
45. How would you respond to a student who is foundering?
46. Of the courses you have caught, which are your favorites?
47. What is your impression of our institutional mission statement? How is this statement related to your views, values, goals, or interests?
48. What is the most useful, constructive feedback you have received about your research, and how did you respond to it?
49. Tell us about an unsuccessful research project you have been involved in.
50. What is your experience with under prepared students?
51. Tell us how your research has influenced your teaching.
52. In what ways have you been able to bring the insights of your research to your courses at the undergraduate level?
53. What do you think of service-learning, and have you ever used it in your classes?
54. Do you believe you should build rapport with students? If so, how?
55. What experience have you had with team-teaching? What is your opinion of it?
56. What are your views of assessment, and how do you incorporate it into your teaching plan?
57. Which professors have most influenced your teaching style, and why?
58. Tell us about one of your former students whom you think modeled the kind of outcome you seek in students.
59. How do you teach students to use higher-order thinking skills in your classroom?
60. What important trends do you see in our discipline?
61. What is the value of your work to an educated person outside the field?
62. What theoretical approaches have had the most influence on you?
63. What journals best suit your work?
64. How would you as a faculty member balance academic integrity with our open door admission policy or concerns about retention?
65. Tell us your opinion of how the workload of a faculty member should be split and into what areas [e.g., percentage teaching, scholarship, advising, etc.].

66. What changes have you brought to the traditional teaching of?
67. How would you go about being an advocate and resource person on our campus for ____ _ [e.g., interdisciplinary studies, service-learning, information literacy, etc.]?
68. What courses have you created or proposed in the past five years?
69. Describe your experiences working with non-academic populations, community service, or other extension activities.
70. Describe any experiences you might have had to support grant writing as a faculty member.
71. Have you participated in any sponsored research?
72. Do you aspire to be a full professor? Why or why not?
73. How do you define good teaching?
74. What do you think of interdisciplinary studies?
75. What are your greatest strengths as an instructor?
76. As a faculty member, in what areas do you feel you can use some further development or would you like to diversify into?
77. How do you structure your courses?
78. What textbook would you use in a particular course, and why this particular course?

Interview Questions for Administrators, Executives, or Supervisors

Interview questions for those who are involved in management and leadership activities, such as having responsibility for personnel, budgets, programs, or other administrative activities:

Personnel management

1. Tell us about your best and worst hiring decisions.
2. What type of employee do you find the most difficult to manage?
3. Have you ever terminated an employee? Why?
4. How do you reprimand people who work for you?
5. What was the most challenging personnel issue you've had to deal with, and how did you handle it?
6. How would you build a team from scratch?
7. How do you handle performance appraisals?
8. How would you train a new staff member?
9. What has your experience been in supervising others?
10. How do you determine what to delegate and what to do yourself?
11. How do you give feedback to your staff members?
12. How do you manage, monitor, and direct the performance of your staff?
13. What do you want your staff to do when they encounter problems?

Decision Making

1. Tell us about any unconventional methods you have used to solve problems.
2. What criteria, factors, or methods do you use to make decisions?
3. How long does it typically take you to make a decision?
4. What is the last major decision you had to make?
5. What kinds of decisions are the most difficult for you to make and why?
6. What kinds of problems are you best at solving?
7. What is the biggest error in judgment you have made in a previous job? Why did you make it? How did you correct the problem?
8. To whom did you turn for help the last time you had a major problem, and why did you choose that person?
9. Tell us about a time when you had to make an unpopular decision.
10. What do you do when you need to make a decision and there are no procedures in place to do so?

11. Describe a recent decision you made that would normally have been made by your supervisor. What was the outcome?

General Administration

1. How do you "sell" or persuade others to accept and support necessary change?
2. How do you make your opinion known when you disagree with your boss?
3. What do you do when you know you are right and your boss disagrees with you? Give us an example of when this happened in your career.
4. What did you do for a past employer that made a difference and for which you believe you will be remembered?
5. Tell us about your experience in leading and managing an organization similar to ours.
6. Tell us about your fiscal management experience: budgeting, reporting, cutting costs, building and maintaining reserves.
7. What is the largest budget you have ever managed?
8. How do you manage meetings?
9. Have you ever had a great idea and were told that you could not implement it? How did you react? What did you do?
10. Describe for us a time when you came across questionable business practices. How did you handle the situation?
11. A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this with your staff?
12. How do you communicate priority projects to your staff when you are concerned that they already feel overloaded?

Leadership

1. How would your subordinates describe your leadership style?
2. On a scale from 1 to 10, how well would your employees say you listen?
3. What do you find most difficult when managing others?
4. What characteristics help you to be effective as a leader?
5. What would it be like working for you?
6. What does it mean to be a leader?
7. How do you reward the people who work with you?
8. How do you do with your staff to develop teamwork?
9. What is the most important job of a leader?
10. What sort of criticism have you received from your staff?
11. Before you fire someone, what factors would you take into consideration?
12. How many women and minorities have you hired?
13. What have you learned from your mistakes as a manager?
14. Tell us about your current boss or supervisor. What is his or her leadership style?
15. What has been your most significant leadership responsibility?
16. If you were promoted and had to hire someone to replace you in your current job, what kind of person would you look for?
17. Describe your communication style.
18. Tell us about a new project you initiated.
19. What would you like to have done more of in your last job? What held you back?
20. If your supervisor got sick and you had to step into his or her job for six months, what would you do first?
21. How do you and your staff celebrate success?