

**SUPERVISORS**  
**INTERVIEW GUIDE**

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## **INTRODUCTION**

The following Interview Guide for Supervisors outlines steps to effective interviews. Included are numerous example questions. Use your creativity and style to expand and personalize questions during the interview process.

The selection of quality employees is the responsibility of all Columbia County Board of Commissioners managers and supervisors. The ability to select the appropriate candidate is the direct result of careful assessment of all information obtained during the interview process.

The goal of interviewing is to assess an applicant's skills and knowledge to determine the best qualified applicant. The most accurate selection is achieved when the current position description is available to measure the candidates' qualifications as they apply to the position requirements.

There is no better way to increase productivity, profitability and morale than to hire the right person the first time.

## **LEGAL CONSIDERATIONS**

Throughout the interview keep in mind that federal, state, and local laws and regulations prohibit questions, which could be perceived as any form of discrimination. Equal Employment Opportunity (EEO) is defined as the right of all persons to work and to advance on the basis of merit, ability, and potential without regard to race, color, sex, religion, national origin, or age. This right applies additionally to Vietnam-era veterans and to qualified disabled individuals. An agency of the federal government, the Equal Employment Opportunity Commission, is empowered to enforce many of the laws cited in this guide.

### **I. Title VII of the Civil Rights Act of 1964**

Prohibits discrimination in employment based on race, color, religion, sex, or national origin. Enforced by the Equal Employment Opportunity Commission.

### **II. Executive Orders 11246 and 11375**

Prohibits government contractors from discriminating against employees on the basis of race, color, religion, sex, or national origin and requires the contractors to develop affirmative action programs in the employment of female and minority applicants. Created the Equal Employment Opportunity Commission (EEOC).

### **III. The Vietnam Era Re-adjustment Assistance Act of 1974**

Requires that government contractors take affirmative action to employ and advance qualified disabled veterans and veterans of the Vietnam Era.

***Legal Considerations, Cont'd***

**IV. Amended Age Discrimination in Employment Act of 1967 (ADEA)**

Prohibits discrimination in employment and promotion against any individual 40 years or older. Enforced by the Equal Employment Opportunity Commission.

**V. The Equal Pay Act of 1963**

Prohibits wage discrimination based on gender for work in jobs requiring equal skill, effort, and responsibility when performed under similar working conditions. Exceptions may be made pursuant to a seniority or merit system or a system which measures by quantity or quality of production or factors other than gender. Enforced by the Equal Employment Opportunity Commission.

**VI. Immigration and Control Act of 1986 (I-9)**

Requires employers to verify every new employee's identity and right to work in the United States. Enforced by the Department of Immigration and Naturalization Service.

**VII. Americans with Disabilities Act of 1990 (ADA)**

Prohibits discrimination based on disabilities in the areas of employment, public services, public accommodations, and services operated by private entities and telecommunications. Enforced by the Equal Employment Opportunity Commission.

***When in doubt as to whether a particular practice might be considered a violation of any laws, contact the Human Resources Manager for advice and counsel.***

**GUIDELINES FOR PRE-EMPLOYMENT INQUIRIES**

***Lawful Inquiries***

"Have you worked for this organization under a different name?" "Is any additional information relative to change of name or nickname necessary to enable a check on your work and educational record? If yes, explain."

**Marital and Family Status**

Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquiries as to anticipated absences which are made to males and females alike.

***Unlawful Inquiries***

Inquiries about the name which would indicate applicant's lineage, ancestry, national origin, or descent. Inquiries into previous name of applicant where it has been changed by court order, marriage or otherwise.

Any inquiries indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Any questions concerning pregnancy. Any such question which directly or indirectly results in limitation of job opportunity in any way. Inquiries concerning pressure for child care.

**Name**

## ***Guidelines for Pre-Employment Inquiries, cont'd.***

### ***Lawful Inquiries***

If a minor, require proof of age in form of a work permit or a certificate of age. Require proof of age by birth certificate after being hired. Inquiry as to whether or not the applicant meets the minimum age requirements as set by proof of age must be submitted. If age is legal requirement: "If hired, can you furnish proof of age?" or statement that hire is subject to verification of age.

State the job duties and ask the applicant if they would have a problem performing these tasks.

Statement that photograph may be required after hiring for identification.

"Are you a citizen of the U.S.? If not a citizen, have you the legal right to be employed in the U.S.?" "If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status?" Statement that applicant may be required to submit proof of citizenship or permit to work.

Language applicant reads, speaks, or writes fluently if job related.

### ***Unlawful Inquiries***

#### **Age**

Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. Questions which tend to identify applicants over age 40.

#### **Handicaps**

"Do you have any handicaps? Inquiries that would divulge handicaps, health or workers comp which do not relate reasonably to fitness to perform the job.

#### **Physical Description or Photograph**

Questions as to applicant's height and weight. Request for photograph before hiring. Requirements that applicant affix a photograph to the application. Request that applicant, as an option, submit photograph. Requirement of photograph after interview, but before hiring.

#### **Citizenship**

"Of what county are you a citizen?" Whether applicant, parents or spouse are naturalized, native-born or U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce naturalization or birth papers.

#### **Ancestry or National Origin**

Inquiries into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.

## **Guidelines for Pre-Employment Inquiries, cont'd.**

### **Lawful Inquiries**

Applicant's academic, vocational, or professional education. Inquiry into language skills such as reading, speaking, and writing foreign languages.

Applicant's work experience.

Statement by employer of regular days, hours, or shifts to be worked.

### **Unlawful Inquiries**

#### **Education**

Dates of attendance or completion of elementary or high school. Inquiry of the nationality, racial, or religious affiliation of a school, or how foreign language was acquired.

#### **Experience**

#### **Religion**

Questions regarding applicant's religion or religious days observed.

### **Conviction, Arrest and Court Record**

Inquiry into convictions which relate reasonably to fitness to perform a particular job. *A conviction is a court ruling where a person is found guilty as charged. An arrest is the apprehending or detaining of a person to answer an alleged crime.*

Inquiry or restriction of employment is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC). The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.

Any inquiry relating to arrests. To ask or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the prospective employment.

#### **Sex**

Any inquiry which could indicate gender of the applicant. Gender is not a BFOQ because a job involves physical labor (such as heavy lifting). Gender cannot be used as a factor for determining whether or not an applicant will be satisfied in a particular job.

#### **Race or Color**

Applicant's race. Color of applicant's skin, eyes, hair or other questions directly or indirectly indicating race or color. Applicant's height or weight where it is not relevant to the job.

## ***Guidelines for Pre-Employment Inquiries, cont'd.***

### ***Lawful Inquiries***

### ***Unlawful Inquiries***

#### **Address or Duration of Residence**

Applicant's address. Inquiry into a place and length of current and previous addresses. "How long a resident of this state or city?"

Specific inquiries into foreign addresses which indicate national origin. Names or relationships of persons with whom applicant resides. Whether applicant owns or rents home.

#### **Birthplace**

"Can you, after employment, submit a birth certificate or other proof of citizenship

Birthplace of applicant, applicant's parents, spouse, or other relatives or require applicant submit a birth certificate, naturalization papers, or baptismal record before employment. Any other inquiry to indicate or identify denomination or customs.

#### **Military Record**

Type of education and experience in service as it relates to a particular job.

Type of discharge. Questions regarding service in a foreign military.

#### **Relatives**

Names of applicant's relatives already employed by this organization. Names and address of parents or guardian of minor applicant.

Names and address of any relative of adult applicant. "With whom do you reside?" or "Do you live with your parents?"

#### **Organizations**

Inquiry into any organization of which an applicant is a member, providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. What offices are held, if any.

Ask for names of organizations to which the applicant belongs or such information which may indicate, through character or name, the race, religion, color, or ancestry of the member.

#### **References**

"By whom were you referred for a position here?" Names of persons willing to provide professional and/or character references for applicant.

Require the submission of a religious reference. Request references from applicant's pastor.

## ***Guidelines for Pre-Employment Inquiries, cont'd.***

### ***Lawful Inquiries***

Notification that any misstatement or omissions of material facts in the application may be cause for dismissal and a drug test is required as a condition of employment.

### ***Unlawful Inquiries***

#### **Miscellaneous**

Any inquiry that is not job-related or necessary for determining a candidate's eligibility for employment.

## **THE SELECTION PROCESS**

### **FIVE SELECTION PROCESS STEPS**

- **Determine the requirements of the job**
- **Determine the skills required to perform the job**
- **Review the applicant's qualifications, training and experience**
- **Interview qualified candidates and evaluate their knowledge, skills and training**
- **Make the hiring decision based on the best qualified candidate for the position**

### **STEPS TO AN EFFECTIVE JOB INTERVIEW**

#### **PRE-INTERVIEW**

1. Prepare for the interview by identifying the basic requirements of the position duties.
2. Write down the areas of most concern.
3. Take time to review the application prior to meeting the applicant.
4. Make notes of things on a separate sheet of paper from the application which you would like to question.

#### **THE INTERVIEW**

1. Build a friendly atmosphere.
2. Ask open ended questions, digging deeper when you need more information.
3. Sell the organization and the job if you think the applicant is right for the job.
4. End on a positive note with a specific follow-up action.

## **WHAT TO LOOK FOR DURING AN INTERVIEW**

Following are several areas to discuss and observe during an interview. The answers to many of these questions are on the application form itself; others must be brought up in conversation or asked directly.

### **AREAS FOUND ON THE APPLICATION TO DISCUSS**

1. Salary
2. Gaps in employment
3. Job stability
4. Length of residence
5. Reason for leaving previous jobs
6. Salary requirements
7. Public contact
8. Spelling
9. Following application instructions

### **AREAS TO DISCUSS**

1. Permanency
2. Education and career goals
3. Why do they feel they would be good for the position they are applying for?
4. Can the applicant work regular hours?
5. What locations can the applicant work?

### **AREAS TO OBSERVE**

1. Mode of dress
2. Will their speech be understandable to customers?
3. Do they smile easily?
4. Do they possess the personality to work with internal and external customers?
5. Do they present the image you want for Columbia County?

## **QUALIFICATIONS AND EXPERIENCE**

Wading through the response to your advertisement in Sunday's paper can be an overwhelming experience. Know what you are looking for in a candidate. An application or resume can give you some information; however, specific information must be explored during the interview process. (See Appendix A)

### **Applications and Resumes**

#### Will Provide

- Qualifications & experience
- Accomplishments
- Progressive responsibility
- Dates of employment
- Names of former employers
- Schools attended
- Professional associations

#### Will Not Provide

- Career objectives
- Communication factors
- Position likes and dislikes
- Leadership factors
- Motivational factors
- Developmental needs

## **POSITION DESCRIPTIONS**

A thorough and accurate position description is an essential tool for screening potential employees for a job opening and the building block for a good interview. The purpose of the position description is to identify, define, and clearly describe a job so it can be filled with the best qualified candidate.

A position description is an outline of the primary and specific responsibilities of the job. It should make it possible for the reader to evaluate the demands and contributions of a specific job in order of importance (see Appendix C). Position descriptions are written to reflect special requirements, tasks and duties of a position.

## **SKILLS**

A skill is a behavior, which is observable, measurable and trainable. Job skills include technical and performance skills. Since both types of skills are important, assess the candidates' strengths in both areas.

A technical job skill would include activities, which are typically learned in a training program or university environment. Typing, computer programming, machine operation, and developing financial statements are technical job skills. In contrast, performance skills reflect an individual's ability in areas such as coping, creativity, versatility, interpersonal relations, etc.

## CONDUCTING THE INTERVIEW

There is no interview method that is proven to be superior. A recommended plan and interview outline described below will sharpen interviewing skills and increase the effectiveness and reliability of the face-to-face interview processes.

1. *Prepare for the interview.* Review the vacant position specifications and ask yourself:
  - a. What skills are required (technical and performance, personal, length of experience, education, etc.)?
  - b. What satisfaction does the job offer?
  - c. To what kind of candidate would these satisfactions be appealing? (Hint: current “great performers” can help you determine this.)
  - d. What exactly are you looking for in the candidate?
  - e. What are EEO guidelines? (Do you need a certain minority to fulfill affirmative action plans?)
2. *Do your homework.* Know what is on the employment application and the resume. Once the application/resume is filled out, the candidate does not want to recite it again. Get the script he or she has been rehearsing since the interview time was set.
3. *Organize key questions to ask* (see Appendix D). Prepare a simple, straightforward interview plan by jotting down questions that focus the interview on things that are significant and important to the job. Ask yourself - “What will the response to these questions tell me about the candidate’s chances for success in this job?” If comfortable doing so, take clear and copious notes, but first set the ground rules. Let the candidate know that you will be taking notes during the interview and invite him/her to do the same.
4. *Questions which could be perceived in any way as a form of violation of any federal, state or local laws should be avoided.*
5. *Provide for privacy during the interview.*
6. *Put the candidate at ease.* Set a comfortable, conversational tone for the interview. Be friendly, courteous, and calm. Begin with simple factual questions. A good interview should remind you of a “chat with a purpose.”
7. *Clearly position the interview for the candidate.* Specifically, explain what the interview is for and provide a realistic idea of the role and weight it plays in getting the job. This will provide the opportunity for you to review in your own mind what is expected of the process. (It may also serve to relax you.)
8. *Do not be swayed by initial appearances or first impressions.* You may have heard someone say, “I go on vibes; I know the right person as soon as he or she walks through the door.” He or she is usually wrong.
9. *Recognize your own biases.* You may be influenced by past experiences with persons who remind you of the candidate. Judge and evaluate on the basis of facts.

## ***Conducting the Interview, cont.***

10. *Show some energy and enthusiasm.* Candidates are hypersensitive to your conduct and style. Subconsciously, they assume you like people like yourself. A terse, formal interview gets terse, formal answers and explanations. If you are energetic and enthusiastic, candidates will loosen up and give you a bigger and better sample of their normal behavior.
11. *Be willing to reveal aspects of yourself during the interview.* This will open the candidate up. There is a psychological reciprocity in one-to-one exchanges.
12. *Do not play amateur psychologist.* A job interview is no place for character analysis. Your task is to determine the facts concerning the candidate's qualifications.
13. *Be flexible.* Guide the conversation from general to specific, harmless to sensitive, without losing track of where you are in the interview.
14. *Remain open through the interview.* Avoid reactions to the interviewee's opinions and ideas. Even body language can give reinforcing or warning signals, so assume an impartial, outside observer's "mental set" to prevent the tendency to give away personal feelings.
15. *Give the candidate an opportunity to speak freely and ask questions.* The interview should be informative to the prospect. This person, after all, will be deciding whether he or she wants to work for you.
16. *Avoid yes/no questions.* Draw out responses. "Tell me about..." and "Give me an example of..." questions give candidates a chance to show their stuff.
17. *Concentrate on behavior.* If past performance is usually the best predictor of future performance, try to encourage the candidate to discuss critical events in their work history.
18. *Follow up hunches or unusual statements.* If an interviewee says, "You know what that kind is like," and "You have a lot of that kind in your department," you should be able to discover whether that's just hot air or a potential problem attitude. Also, if the candidate expresses a heightened interest in an activity which may not fit a desired career path, that should be probed further.
19. *Allow for pauses in the conversation.* Don't be afraid of silence; it gives the interviewee a chance to think and take the initiative. It also allows you to mull over the next steps you want to take.
20. *Make use of simple tests of working knowledge or skill if possible.*
21. *Say something nice if it seems appropriate.* Praising people for past accomplishments and having a pleasant personality is perfectly okay. In fact, it helps keep the interview open, pleasant, and non-threatening.

## ***Conducting the Interview, cont.***

22. *Always inform the candidate of relevant information concerning the County.*
23. *Conclude the interview with specific details of what will happen next. Inform the candidate of your decision or indicate when a decision can be expected. Even if you don't hire the applicant, instill a favorable opinion of you and the County.*
24. *End on a pleasant note.*
25. *Review your interview notes of the candidate's qualifications as they apply to the job requirements. You might find it useful to have a set of rating scales for evaluating each applicant and to help you summarize your impressions (see Appendix D). Back up those evaluations with examples from the interview. Be precise and specific.*
26. *See the evaluation of other people. Your superior or another supervisor may pick up helpful facts and impression during additional interviews.*

**Bottom line: Be supportive, warm, tactful, and open as a person, but at the same time be aware that you must be straightforward, job-focused, and a reasonably structured information gatherer who is in control of the proceedings. Admittedly, that's a tough act, but possible with practice.**

## **PROBING QUESTIONS**

1. Describe a time on any job which you've held in which you were faced with problems or stress which tested your coping skills. What did you do?
2. Give an example of a time in which you had to keep from speaking or not finishing a task because you did not have enough information to come to a good decision. Be specific.
3. Give an example of a time in which you had to be relatively quick in coming to a decision.
4. Tell me about a time in which you had to use your spoken communication skills in order to get a point across that was important to you.
5. Can you tell me about a job experience in which you had to speak up in order to be sure that other people knew what you thought or felt?
6. Give me an example of a time in which you feel you were able to build motivation in your co-workers or subordinates at work.
7. Give me an example of a specific occasion in which you conformed to a policy with which you did not agree.
8. Describe a situation in which you felt it necessary to be very attentive and cautious to your environment.

### ***Probing Questions, cont.***

9. Give an example of a time in which you had to use your fact-finding skills to gain information for solving a problem--then tell me how you analyzed the information to come to a decision.
10. Give me an example of an important goal which you have set in the past and tell me about your success in reaching it.
11. Describe the most significant written document/report/presentation which you have had to complete.
12. 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.
13. Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you.
14. Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their individual needs or values.
15. What did you do in your last job in order to be effective with your organization and planning skills? Be specific.
16. Describe the most creative work-related project which you have carried out.
17. Describe a time in which you felt it was necessary to modify or change your actions in order to respond to the needs of another person.
18. Give me an example of a time when you had to carefully analyze another person or a situation in order to be effective in guiding your action or decision.
19. How have you contributed toward a teamwork environment? Be specific.
20. Give me an example of a job related problem and tell me how you went about solving it.
21. Describe a situation in which you were able to positively influence the actions of others in a desired direction.

### **MORE QUESTIONS**

#### **○ Specific work experience (What did you do?)**

- Tell me about your work as a \_\_\_\_\_.
- Of what accomplishments at that job are you the most proud?
- What did you like most about that experience? Least?

### **More Questions, cont.**

- How did that experience prepare you for work at our organization?
- What was the most important responsibility in that position?
- What were the typical types of projects? Lengths? Independence? Budgets?
- How was the department structured?
- To whom did you report? How often did you meet?
- Which people reported to you? What were their functions?
- What were the routine aspects of your job? What percentage of your time did they take?
- What special requirements did you have?

### **○ Feelings and attitudes**

- How do you like your job?
- How important is your job to the organization?
- What is your boss like to work with? How does your boss get things done? Is it the right way?
- How do you get things done?
- How do you describe yourself as a manager?
- What kind of assignment really challenges you?
- What weaknesses do you have? What areas do you need to improve? In what areas have you improved in your last job?

### **○ Reasons for leaving/interviewing**

- What interests you in this opportunity?
- What factors are motivating you to leave at this time?
- If you stay where you are, what is likely to happen?
- What additional skills and/or abilities can you bring to this position?

## **SELECTING THE “RIGHT” CANDIDATE**

A selection decision must be made on each unique job requirement. The secret of selection is matching of the individual’s skills to the job requirements. All candidates for a job should be evaluated with regard to the job requirements. Consistency in interviews, questions and evaluations will establish a fair and objective selection process. When a summary of what the applicant has to offer is compared to what the job requires (Appendix C), then a proper match is made.

The use of this decision procedure is just one way of improving your interviewing selection skills. By implementing such a procedure, you are taking much of the guesswork out of the interview process and basing a hiring decision on job-related factors.

### **FINAL PROCESS**

After the best qualified candidate is selected, personal and employment references should be contacted.

#### **The Following Procedure is Recommended:**

1. Department Manager notifies Human Resources of selected candidate.
2. Human Resources Representative contacts personal and employment references using Appendix E.
3. Human Resources Representative discusses findings with Department Manager.
4. If the candidate is recommended for employment, the Human Resources Representative contacts the candidate and extends a Post-Offer of Employment.
5. If the offer is accepted, Human Resources schedules post-offer of employment physical and drug test and Motor Vehicle Registration.
6. Department Manager sends Post-Offer of Employment Letter (Appendix F).
7. After all documents are satisfactory received, Human Resources notify the Department Manager.
8. Department Manager sends letters (Appendix G) to candidates not selected.

Please review your application. Click "Submit Application" to complete it.  
Use the "Change" links instead of the back button to edit your application.

SECTION 1

[Change](#)

**GENERAL INFORMATION**

Applicants for positions and Employees of Columbia County government shall be assured of fair and equitable treatment in all aspects of personnel administration, including training, promotion and disciplinary action and shall be assured equal employment opportunity based on ability and fitness to all persons regardless of race, religion, color, creed, national origin, sex, marital status, genetic information, veteran status, age or the presence of any sensory, mental or physical disability unless such disability effectively prevents the performance of the essential duties required of the position and which are bonafide, occupational qualifications which cannot be accommodated without undue hardship.

Columbia County government has complied with O.C.G.A. § 13-10-91 and is registered with the Social Security Administration and the Department of Homeland Security to verify employment eligibility of all newly hired employees. Our E-Verify identification number is 65997 effective November 6, 2007.

**APPLICATION DIRECTIONS**

- Click "Next Section" to navigate through the application.
- Required fields are noted by red asterisks.
- You will have the opportunity to review your application before submission.
- You have the ability to save your application to be completed at a later date.

Applications will be retained for three years from the application date in accordance with 29 CFR 1602.31.

Thank you for your interest in Columbia County career opportunities.

Click "Next Section" below to continue.

SECTION 2

[Change](#)

Social Security Number(555-55-5555)

**PERSONAL DATA**

First Name

Middle Initial

Last Name

Primary Address

Secondary Address

City

State

Zip Code

Primary Phone(555-555-5555)

Secondary Phone(555-555-5555)

Primary Email

Secondary Email

Will you accept?

Full Time work  No

Temporary work  No

Part Time work  No

Days  No

Nights  No

Week-end/Holiday  No

Salary Requirement (e.g. **10.00** or **30000.00**)

Date available to begin work  
(mm/dd/yyyy)

**List relatives currently employed with County.**

Name

Relationship

Were you previously a Columbia County employee?

When were you a former employee?

What was your former position(s)?

How did you hear about this position?

I have been suspended, dismissed, or asked to resign  No

IF YES, explain in detail.

**If offered employment you will be required to provide documentation to verify employment eligibility. Failure to provide the requested documentation may result in a determination that the applicant is ineligible for employment in the United States.**

**Check all that apply.**

I am over 18 years of age.  No

I am a U.S. Citizen.  No

I am legally eligible to work in the U.S.  No

**Any applicant convicted of any criminal offense involving the manufacture, distribution, trafficking, or sale of a controlled substance, dangerous drugs or marijuana, or convicted of any felony involving a violent crime such as assault with a deadly weapon, aggravated assault or murder are ineligible for employment with Columbia County, and shall be automatically rejected. Applicants convicted of any other felony will be considered on a case-by-case basis. Any applicant who has been convicted of any felony or misdemeanor and has received a pardon from the appropriate State Pardon/Parole Board shall be eligible for employment with the County.**

I have (since age 18) been convicted of or plead guilty or no contest to a misdemeanor or felony.  No

IF YES, explain in detail.

**Possession of a valid Driver's License is not an essential function of all employment offered by the County. Answering "No" to this question is not necessarily a bar to consideration for employment. Commercial Driver's License (CDL) information should be listed in the certification area.**

**DRIVERS LICENSE**

I have a valid Drivers License.

Drivers License Number

State

I have received a traffic citation in the past three years.

Please indicate type(s) of offense and date(s).

**SECTION 3** [Change](#)

**EDUCATION**

**HIGH SCHOOL**

Name  
City/State  
High School Graduate.  
GED Recipient No

**COLLEGES AND UNIVERSITIES**

Name  
If Not Listed, please specify.  
City, State  
Credits Earned  
Major  
Degree  
Name  
If Not Listed, please specify.  
City, State  
Credits Earned  
Major  
Degree

**TECHNICAL/VOCATIONAL**

Name  
City, State  
Credits Earned  
Major  
Diploma

**RELEVANT COURSES**

List vocational or technical courses you have taken which relate to this position.

**SECTION 4**

[Change](#)

**EMPLOYMENT HISTORY**

**Describe your work history BEGINNING WITH YOUR CURRENT OR MOST RECENT JOB. Failure to give complete information regarding each job held will result in your disqualification. Complete addresses with zip code and phone numbers for all employers are necessary. A RESUME MAY BE ATTACHED ONLY AS ADDITIONAL INFORMATION AND WILL NOT BE ACCEPTED IN LIEU OF COMPLETING THIS SECTION.**

Current/ Most Recent Employer  
Telephone(555-555-5555)  
Address  
City  
State  
Zip  
Official Job Title  
Name of Supervisor  
Salary/Rate (e.g. 10.00 or 30000.00)  
Start Date (mm/dd/yyyy)  
End Date (mm/dd/yyyy)  
Describe Specific Job Duties  
Reason for Leaving  
Check if we may contact this employer. No  
Previous Employer  
Telephone(555-555-5555)

Address  
City  
State  
Zip  
Official Job Title  
Name of Supervisor  
Salary/Rate (e.g. 10.00 or 30000.00)  
Start Date (mm/dd/yyyy)  
End Date (mm/dd/yyyy)  
Describe Specific Job Duties  
Reason for Leaving  
Check if we may contact this employer. No  
Previous Employer  
Telephone(555-555-5555)

Address  
City  
State  
Zip  
Official Job Title  
Name of Supervisor  
Salary/Rate (e.g. 10.00 or 30000.00)  
Start Date (mm/dd/yyyy)  
End Date (mm/dd/yyyy)  
Describe Specific Job Duties  
Reason for Leaving  
Check if we may contact this employer. No

**Please use this space for additional information relevant to your education, training and experience.**

**SECTION 5**

[Change](#)

**SKILLS**

**Select the skills that best match your qualifications.**

Type of Skill  
Area of Skill  
Level of Skill  
Years of Experience  
Comments

**CERTIFICATIONS**

Type of Certification  
Area of Certification  
Certification Level  
Certification Effective Date

**SECTION 6**

[Change](#)

**THREE PERSONAL REFERENCES REQUIRED. Do not list relatives or former employers.**

Name
Telephone(555-555-5555)
Reference Email
Name
Telephone(555-555-5555)
Reference Email
Name
Telephone(555-555-5555)
Reference Email

**ATTACHMENTS**

Attach any required or desired documents here or send them to the Human Resources Department.

COVER LETTER

RESUME

CERTIFICATIONS

LETTERS OF REFERENCE

All attachments submitted with your Application for Employment become property of Columbia County and cannot be returned. The information you have provided on the application is subject to public disclosure under the Georgia Open Records Act.

**SECTION 7**

[Change](#)

**AUTHORIZATION AND RELEASE**

I acknowledge and attest that all information included is true to the best of my knowledge. I am aware that falsification on any part of this application form and attached resume or credentials may disqualify me for employment or result in immediate dismissal, regardless of when discovered. I understand that any employment pursuant to this application shall be subject to the condition that I pass the pre-employment drug screening urinalysis test and that information regarding use of drugs may be disclosed to the appropriate county representative as a part of the employment process. I further understand that a post-offer of employment physical examination is also required for all positions, and in those cases, employment is conditional upon successfully passing the physical examination. All medical information will be classified as confidential. In addition, a three (3) year motor vehicle record and criminal background reference is conducted as part of the post offer employment condition.

Furthermore, I hereby authorize Columbia County, its agent or representative to contact any person or entity named on my application and any attached resume or credentials for employment for the purpose of confirming the information contained therein and/or obtaining other information which may be material to my qualifications for employment. I also hereby release Columbia County, its agent or representative, and any person or entity providing information pursuant to this Authorization and Release of information, from all liability based upon the provision of that information.

**TERMS OF EMPLOYMENT**

Any employee will be subject to the policies in the Columbia County Comprehensive Policy Manual. If an offer of employment is extended to a candidate by Columbia County, and there are questions regarding County policies, the Columbia County Comprehensive Policy Manual is available on the County Website in the Employee Center as well as in the Employee Self Service Center. A copy of the Manual will also be made available for candidate review by the Department Head or Human Resources Department.

Any omissions, falsifications, misstatements or misrepresentations above may disqualify me for employment consideration, and, if I am hired, may be grounds for termination at a later date. I understand that any information I give may be investigated as allowed by law. I consent to the release of information about my ability, employment history and fitness for employment by employers, schools, law enforcement agencies, and any other individuals and organizations for employment purposes. This consent shall continue to be effective during my employment if I am hired. I certify that to the best of my knowledge and belief all of the statements contained herein and on any attachments are true, correct, complete, and made in good faith.

As a condition of employment, I agree to abide by the policies and procedures of the Columbia County Comprehensive Policy Manual and the Columbia County rules and regulations, now in force or that may be enacted while employed, and to discharge all duties to the best of my ability. I will be free to terminate employment at any time, with or without cause, unless such termination is controlled by a written contract of employment providing different terms and conditions.

I HAVE READ, UNDERSTAND,  No AND AGREE WITH THE INFORMATION ABOVE.

**SECTION 8**

[Change](#)

**VOLUNTARY SELF IDENTIFICATION FORM**

Columbia County government is an Equal Opportunity Employer. As required by law, we must record certain information to be made a part of our Affirmative Action Program. Columbia County values diversity. We actively encourage women and minorities to apply.

Applicants for employment are also invited to participate in the Affirmative Action Program by reporting their status as disabled, disabled veteran, veteran of the Vietnam era or other minority.

In extending this invitation you are also advised that:

- Applicants are under no obligation to respond, but may do so in the future if they choose.
- Responses will remain confidential within the Human Resources Department.
- Responses will be used only for the necessary information to be included in our Affirmative Action Program.
- Refusal to provide this information will have no bearing on your application and will not subject you to any adverse treatment.

Thank you for your cooperation.

Please complete the information requested below.

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GENDER

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RACE

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VETERAN STATUS

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DISABLED?

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**NOTICE TO ALL APPLICANTS**

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All applicants are entitled under the law to equal employment opportunity. If you believe you have been discriminated against in employment on the basis of race, color, religion, sex, age, national origin, gender identity, sexual orientation, disability, or veteran status, you are entitled to notify the Equal Opportunity Commission, 2401 E Street N.W., Washington, D.C. 20506 or other appropriate agencies.

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# APPENDIX B

## COLUMBIA COUNTY GOVERNMENT SALARY MATRIX

### ANNUAL RATES FOR EXEMPT POSITIONS

GRADE	MINIMUM	MIDPOINT	MAXIMUM
6	\$16,806.40	\$21,008.00	\$25,209.60
7	\$17,638.40	\$22,068.80	\$26,478.40
8	\$18,532.80	\$23,171.20	\$27,788.80
9	\$19,448.00	\$24,315.20	\$29,182.40
10	\$20,425.60	\$25,542.40	\$30,638.40
11	\$21,444.80	\$26,811.20	\$32,177.60
12	\$22,526.40	\$28,163.20	\$33,779.20
13	\$23,649.60	\$29,556.80	\$35,484.80
14	\$24,835.20	\$31,033.60	\$37,252.80
15	\$26,083.20	\$32,593.60	\$39,104.00
16	\$27,372.80	\$34,216.00	\$41,059.20
17	\$28,745.60	\$35,942.40	\$43,118.40
18	\$30,180.80	\$37,731.20	\$45,281.60
19	\$31,699.20	\$39,624.00	\$47,548.80
20	\$33,280.00	\$41,600.00	\$49,920.00
21	\$34,944.00	\$43,680.00	\$52,416.00
22	\$36,691.20	\$45,864.00	\$55,036.80

### HOURLY RATES FOR NON-EXEMPT POSITIONS

MINIMUM	MIDPOINT	MAXIMUM
\$8.08	\$10.10	\$12.12
\$8.48	\$10.61	\$12.73
\$8.91	\$11.14	\$13.36
\$9.35	\$11.69	\$14.03
\$9.82	\$12.28	\$14.73
\$10.31	\$12.89	\$15.47
\$10.83	\$13.54	\$16.24
\$11.37	\$14.21	\$17.06
\$11.94	\$14.92	\$17.91
\$12.54	\$15.67	\$18.80
\$13.16	\$16.45	\$19.74
\$13.82	\$17.28	\$20.73
\$14.51	\$18.14	\$21.77
\$15.24	\$19.05	\$22.86
\$16.00	\$20.00	\$24.00
\$16.80	\$21.00	\$25.20
\$17.64	\$22.05	\$26.46

#### Start 10% increase between salary grades

23	\$40,352.00	\$50,440.00	\$60,528.00
24	\$44,387.20	\$55,494.40	\$66,601.60
25	\$48,838.40	\$61,048.00	\$73,257.60
26	\$53,726.40	\$67,142.40	\$80,579.20
27	\$59,092.80	\$73,860.80	\$88,628.80
28	\$65,000.00	\$81,244.80	\$97,489.60
29	\$71,489.60	\$89,377.60	\$107,244.80
30	\$78,644.80	\$98,300.80	\$117,977.60
31	\$86,507.20	\$108,139.20	\$129,771.20

\$19.40	\$24.25	\$29.10
\$21.34	\$26.68	\$32.02
\$23.48	\$29.35	\$35.22
\$25.83	\$32.28	\$38.74
\$28.41	\$35.51	\$42.61
\$31.25	\$39.06	\$46.87
\$34.37	\$42.97	\$51.56
\$37.81	\$47.26	\$56.72
\$41.59	\$51.99	\$62.39

Annualized rates are based on 2,080 working hours per calendar year.

Minimum wage increased to \$7.25/hour July 24, 2009.

Columbia County minimum rate is \$8.48/hour effective February 7, 2016.

Grades 6-8 will be removed at a rate of 1 grade per year beginning February 2016.

#### Fire Rescue Matrix Effective 12/30/2012

19F1	\$29,819.92	\$37,288.68	\$44,757.44
20F2	\$31,335.72	\$39,162.76	\$46,989.80
21FR	\$32,879.08	\$41,119.52	\$49,332.40
22FR	\$34,532.68	\$43,158.96	\$51,812.80

\$10.82	\$13.53	\$16.24
\$11.37	\$14.21	\$17.05
\$11.93	\$14.92	\$17.90
\$12.53	\$15.66	\$18.80

#### Start 10% increase between salary grades

23FR	\$37,977.68	\$47,485.88	\$56,994.08
24FR	\$41,780.96	\$52,226.20	\$62,671.44
25FR	\$45,970.08	\$57,462.60	\$68,955.12
26FR	\$50,572.60	\$63,195.08	\$75,845.12
27FR	\$55,616.08	\$69,533.88	\$83,424.12
28FR	\$61,183.20	\$76,479.00	\$91,774.80
29FR	\$67,301.52	\$84,113.12	\$100,952.28
30FR	\$74,026.16	\$92,546.48	\$111,039.24
31FR	\$81,439.80	\$101,779.08	\$122,145.92

\$13.78	\$17.23	\$20.68
\$15.16	\$18.95	\$22.74
\$16.68	\$20.85	\$25.02
\$18.35	\$22.93	\$27.52
\$20.18	\$25.23	\$30.27
\$22.20	\$27.75	\$33.30
\$24.42	\$30.52	\$36.63
\$26.86	\$33.58	\$40.29
\$29.55	\$36.93	\$44.32

Annualized rates are based on 2,756 working hours per calendar year.

#### Contract Matrix and Pay Ranges

CONTRACT	MINIMUM	MIDPOINT	MAXIMUM
Contract I	\$34,863.40	\$47,700.95	\$60,538.50
Contract II	\$61,775.70	\$81,852.40	\$101,929.10
Contract III	\$97,353.60	\$121,692.00	\$146,030.40
Contract IV	\$121,692.50	\$152,115.00	\$182,537.50

Employment contracts and the salary rates are approved by the Board of Commissioners.

**COLUMBIA COUNTY BOARD OF COMMISSIONERS**  
**Position Description**

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**WORKING TITLE:** Maintenance Worker

**OFFICE/DIVISION:** Roads and Bridges/Construction and Maintenance

**WORK LOCATION:** Appling, Georgia

**REPORTS TO (TITLE):** Supervisor, Foreman, or Crew Leader

**DATE PREPARED:** 01/26/2014

**APPROVED BY:** Division Director

**ANALYST:** Human Resources

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**FOR HR USE ONLY**

Job Classification: Maintenance Worker  
Salary Grade: 013  
FLSA: Non-exempt

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**POSITION SUMMARY**

This position reports to a Supervisor, a Foreman, or a Crew Leader. The incumbent in the position is to perform the actual labor involved in repairing roads, installing signs, maintaining right-of-ways, and constructing and maintaining drainage systems in the County.

Work is performed outdoors, occasionally in inclement weather where the incumbent is exposed to noise, dirt, dust, and hazardous machinery.

The work involves sitting, standing, walking, bending and stooping. The incumbent must occasionally lift objects weighing more than 50 pounds and must also be able to distinguish varying shades of color.

Ability to read, write, and perform mathematical calculations at a level commonly associated with the completion of high school or equivalent. No prior experience required to perform the basic tasks of the position.

Possession of or ability to readily obtain a valid commercial driver's license issued by the State of Georgia for the class of vehicles or equipment operated. Possession of or ability to pass the Georgia D.O.T. Flagging Procedures Course.

**Maintenance Worker**  
**Page Two**

**PRINCIPAL ACCOUNTABILITIES**

Repairs asphalt roads including edging, water cuts, and potholes.

Install road signs including the replacing and pointing of street markers.

Installs and maintains drainage ditches including the placement of rip rap and the removal of obstructions from drainage culverts and storm drains.

Removes overgrowth obstructing view of road signs and clears underbrush from shoulders of roads including, but not limited to, the spraying of chemicals around mail boxes to eliminate weeds.

Repairs and maintains driveways.

Pours cement used in curbing, traps, and patching cracks.

Drives and performs general maintenance on trucks used in delivering materials, etc.

Performs other related duties as assigned.

**KNOWLEDGE, SKILLS AND ABILITIES**

Knowledge of construction principles.

Skill in basic carpentry.

Skill in masonry.

Skill in spraying chemical herbicides, etc.

Skill in stenciling.

Skill in using equipment such as a chain saw, auger and jack hammer.

Skill in operating various equipment such as a truck and backhoe.

**DESIRABLE TRAINING AND EXPERIENCE**

Ability to read, write, and perform mathematical calculations at a level commonly associated with the completion of high school or equivalent. No prior experience required to perform the basic tasks of the position. Possession of or ability to readily obtain a valid commercial driver's license issued by the State of Georgia for the class of vehicles or equipment operated. Possession of or ability to pass the Georgia D.O.T. Flagging Procedures Course.

APPLICANT RATING FORM

Candidate \_\_\_\_\_ Position \_\_\_\_\_

Interviewer \_\_\_\_\_ Date \_\_\_\_\_

RATING SCALE			
1 Below average	2 Average	3 Above Average	4 Well above average

**SPECIFIC EXPERIENCE/SKILLS NEEDED**

**RATING**

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Total \_\_\_\_\_

**JOB RELATED PERSONAL ATTRIBUTES**

**RATING**

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Total \_\_\_\_\_

Overall Total \_\_\_\_\_

**Strongest points**

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**Weakest points**

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Recommended for hiring? Yes \_\_\_\_\_ No \_\_\_\_\_

Advancement potential? Very Good Good Average Below Average

## Telephone Reference Check

APPLICANT \_\_\_\_\_

PERSON CONTACTED \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_ TYPE OF BUSINESS \_\_\_\_\_

LOCATION \_\_\_\_\_ TELEPHONE NUMBER \_\_\_\_\_

DATES OF EMPLOYMENT \_\_\_\_\_ POSITION \_\_\_\_\_

BASIC JOB FUNCTIONS \_\_\_\_\_

DID APPLICANT ACHIEVE OBJECTIVES? DESCRIBE QUALITY/QUANTITY OF WORK  
\_\_\_\_\_  
\_\_\_\_\_DID APPLICANT TAKE INITIATIVE/ASSUME GREATER RESPONSIBILITY?  
\_\_\_\_\_  
\_\_\_\_\_

DESCRIBE WORK HABITS \_\_\_\_\_

ANY CHANGES IN POSITION SINCE HIRE \_\_\_\_\_

ANY SPECIAL ACCOMPLISHMENTS \_\_\_\_\_

HOW WELL DOES APPLICANT WORK WITH OTHERS? \_\_\_\_\_

IS THE APPLICANT DEPENDABLE? (ATTENDANCE/PUNCTUALITY?) \_\_\_\_\_

WHAT ARE THE APPLICANT'S STRONGEST CHARACTERISTICS? \_\_\_\_\_

WHAT ARE THE APPLICANT'S WEAKEST CHARACTERISTICS? \_\_\_\_\_

WOULD YOU RECOMMEND THE APPLICANT FOR THIS POSITION? (DESCRIBE THE POSITION)

REASON FOR SEPARATION \_\_\_\_\_

WOULD YOU RE-EMPLOY? WHY? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_IS THERE ANYTHING ELSE OF SIGNIFICANCE WE SHOULD KNOW? SALARY (OPTIONAL)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COMPLETED BY: SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_ DATE \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Sample "Offer of Employment" Letter**

Date

Job Applicant  
PO Box 1  
Anywhere, USA Zip

Dear (Name):

Thank you for meeting and interviewing with (Interviewer Name) on (Month, Day, Year) for the (Position Title) position available in Engineering and Environmental Services Department of Columbia County government.

I am pleased to extend to you an offer of employment for the (Position) at a salary of (\$\$\$) per (Hour or Annual Rate) with a tentative starting date of (Date). Final approval is contingent upon the results of the post-offer of employment drug and alcohol screening and physical. New hire employees are eligible for regular status after satisfactory completion of the probationary period.

Please contact the Human Resources Department at 868-3300 to schedule your appointment for testing and to answer orientation and benefits program questions. If you have any further questions about position responsibilities or special requirements, contact me at (phone number, etc.).

Sincerely,

Department Head

c: Human Resources Manager

**Sample “Thank you for interviewing” Letter**

Date

Job Applicant  
PO Box 1  
Anywhere, USA Zip

Dear (Name):

Thank you for meeting and interviewing with (Interviewer Name) on (Month, Day, Year) for the (Position Title) position with Columbia County Board of Commissioners.

Your qualifications and interview for the position were impressive, but another candidate whose qualifications more closely match the requirements of the position has been selected.

Thank you for your interest in employment opportunities with Columbia County. Your application will remain active in the Human Resources Department for three years and reviewed for positions for which you qualify.

Sincerely,

Interviewer Name  
Interviewer Title

c: Human Resources Department