

Ms. Dianne Lamberth  
Chair  
Arkansas Lottery Commission  
124 W Capitol  
Little Rock, AR 72201

Dear Chair Lamberth:

Based upon the successful launch of the *Arkansas 50/50* game on October 1, 2011, I am moving the effective date of my resignation as Director of the Arkansas Lottery Commission (ALC) to Monday October 3, 2011.

The Commission has appointed Julie Baldrige as Interim Director and she is capable of handling the day to day duties until a permanent Director is employed. Please know I am available to answer any questions or assist in any way possible either from the Commission or from Ms. Baldrige during this transition, all you need to do is call.

With every best wish, I remain

A handwritten signature in cursive script, appearing to read "Ernie Passailaigue".

Ernie Passailaigue

cc: ALC Commissioners

David M. Barden

Little Rock, Arkansas

September 30, 2011

Mr. Ernie Passailaigue  
Director  
Arkansas Lottery Commission  
Post Office Box 3238  
Little Rock, Arkansas 72203

Dear Ernie:

Please accept this letter as notice of my resignation from the position of Vice President of Gaming with the Arkansas Lottery Commission, effective at 4:30 p.m. today.

I have enjoyed my role as principal participant in the start-up of the lottery as well as my role of ensuring, through ongoing marketing and sales strategies, that maximum dollars are realized for scholarships. When I left South Carolina to come to Arkansas, it was my goal to help students achieve an education through lottery scholarships. I worked my way through college, so I well know the value of an education and how difficult it is to repay student loans.

Our accomplishments are something that I will always be proud of and remember. I would ask that you convey to the Commissioners my gratitude for their support and assistance. Without their tireless efforts during startup, students would not have received lottery scholarships until a year later than originally anticipated.

Thank you again for giving me the honor of being a part of one of the best lotteries in the world.

Sincerely,



David Barden

CC: HR Department

Arkansas Scholarship Lottery Personnel Committee  
DRAFT RECORD  
9.12.2011

The meeting was called to order by Commissioner George Hammons, Chair, who noted the presence of Commissioners Steve Faris and Raymond Frazier, and Commissioner Patty Shipp by teleconference. Director Ernie Passailaigue and staff members David Barden, Julie Baldrige, Bishop Woosley, Michael Hyde, Valerie Basham and Patti Vick were also present.

Commissioner Hammons began by noting that the structure of the meeting would be somewhat out of the ordinary, stating that he and other members of the committee wanted to get a sense of how the personnel structure of the ASL organization functioned. He added that he was excited that Joanna Bunten, ASL Advertising Director, had agreed to present an overview of the Advertising Department for the committee (PowerPoint presentation is on file).

Ms. Bunten began by introducing herself and stating that she is responsible, along with David Barden, for overall advertising strategy, which includes advertising via television, radio, point-of-sale—all points of communication with ASL players.

She gave a brief overview of the advertising staff and their responsibilities:

Michael Taylor, Animator: Responsible for television and website animation and logo design. Animation is produced in-house at small cost.

Stephen Koch, Copy Editor: Responsible for television and radio scripts, ASL monthly retailer newsletter, and proofing and editing all advertising material.

Amber Tyler Fiser and Rosi Solano, Graphic Specialists: Responsible for designing in-store signage, logos, billboards, website graphics, and other print materials.

Matt Johnson, Producer: Responsible for radio and television production and traffic distribution.

Elizabeth Arnold, Promotions Coordinator: Responsible for retail events and special promotions.

She stated that one of her responsibilities is to work with the contracted advertising agency The Communications Group (TCG) to develop a media plan. She then passed out maps of television media coverage. She noted that there are 16 vinyl billboards and 3 electronic boards throughout the state. She added that ASL radio advertising covered 51,000 30-second spots on 120 stations, and almost 25,000 spots on 34 stations.

Commissioner Hammons asked why there appeared to be very little media coverage throughout southeastern Arkansas. Ms. Bunten replied that it is harder to cover those areas through regular television because ASL would have to use Louisiana and Memphis TV stations, which would be cost-prohibitive. She explained that ASL advertises in that area through cable television and smaller radio stations.

Ms. Bunten gave some statistics for television advertising:

- approximately 13,000 30-second spots on 10 television stations
- approximately 160,000 30-second spots on cable television, reaching over 500,000 homes in 111 cities and towns, throughout 45 counties

Ms. Bunten noted that ASL has a small studio, the proper equipment, and a talented staff, which enables ASL to produce most of the television and radio spots in-house at a very low cost. She said that of 20 television spots produced in FY 2011, 16 were done in-house, and of 39 radio spots created, all of those were produced in-house.

Director Passailaigue asked Ms. Bunten about the Decades of Dollars ad that ASL recently ran. Ms. Bunten replied that the Kentucky Lottery permitted our use of their original Decades of Dollars ad free of charge, other than editing costs.

Commission Hammons asked Ms. Bunten what the rules were regarding ASL use of the media contractor (TCG) and further asked if the nature of ASL's contract with TCG had changed. David Barden responded to Commissioner Hammons' question, stating that the contract itself had not changed, but that the services ASL uses under the contract have changed. He added that there is a "laundry list" [in the contract] of services ASL could use, but because the ads can now be done in-house, ASL does not need those services of the contractor. He used as an example the cost of an animated spot, which can run between \$15,000 to \$20,000 if done by the contractor and which, in contrast, costs ASL approximately \$1,000 when done in-house. He cited time as being another benefit of creating in-house; if contracted out, a spot may take 4 months to complete; in-house it might take 2-3 weeks.

Ms. Bunten continued with her presentation, providing the following information:

- ASL graphics department creates signage for Play Stations, as well as brochures and wallet cards. Approximately 9,500 of these are sent every month to the ASL MSRs (Marketing Sales Representatives), who then distribute the pieces to retailers. The graphics department also creates window clings, jackpot stickers, and oversized checks.
- The ASL Monthly newsletter, distributed to lottery retailers, includes information on upcoming games, marketing initiatives, sales tips, ending games, etc.
- Retail promotions: Elizabeth Arnold executed over 100 retail promotions during FY 2011 throughout Arkansas, averaging 3 events per week (a list of promotions are on the ASL website).
- The advertising department is responsible for the ASL website ([myarkansaslottery.com](http://myarkansaslottery.com)), updating graphics and designing web pages, working with ASL's IT Gaming department for pulling winning numbers and jackpot feeds. ASL designed the website to be very user-friendly "on the back-end", able to be updated by in-house staff, as there is no web developer in-house.
- There are 500,000 monthly visits to the ASL website.
- Visitors spend an average of 11 minutes on the Points for Prizes portion of ASL website.
- iPhone application: Users can check winning numbers for online games, find lottery retailers, access the Players Club, and receive "push" notifications (players are notified when winning numbers are released and the winning numbers "pop up").

Commissioner Frazier asked Ms. Bunten what would happen to her department if she decided to leave [ASL employment]. She responded that not only is her boss David Barden able to perform all of her duties, but that her staff is cross-trained. The only job that would need to be out-sourced would be animation, because there is only one person on staff with those qualifications. David Barden interjected that a good animator is very hard to find, and that ASL is very lucky to have on staff Michael Taylor, who received his training at the Savannah College of Art and Design.

Ms. Bunten concluded her presentation and asked if there were additional questions. Commissioner Hammons asked how her department got its ideas. She explained that she usually first meets with David Barden to determine objectives and overall goals. Then the staff gathers into a room and they throw ideas back and forth – they also brainstorm, write storyboards, and start the animation process.

Commissioner Hammons asked if there was ever any sense of how effective the productions may or may not be. Ms. Bunten replied that it was very difficult to determine, with so many other factors being involved. She added that the staff did, however, get feedback, which is included as part of the ASL website.

Commissioner Faris thanked Ms. Bunten for a very informative meeting and complimented Ms. Bunten and her staff for doing an excellent job.

Commissioner Hammons proceeded to Other Business.

Commissioner Faris moved to adopt the record of July 28, 2011 (with revisions of 8-15-2011). Commissioner Hammons seconded the motion, and the record with revisions was adopted for inclusion in the packet of the next commission meeting.

Commissioner Shipp stated that she would like to follow up on the Personnel Committee meeting of July regarding staff hiring recommendations. She asked if the Security Specialist position had been filled. Director Passailaigue responded that the position had been filled by a staff member, but that now the staff member's previous position was vacant. He added that the vacant position information had been sent to OPM, but that OPM had not responded to date. He directed ASL HR Director Valerie Basham to follow up with OPM for the status of the vacant position.

Commissioner Shipp then asked about the hiring requests that were not approved during the July meeting, specifically HR Generalist and Marketing/Product Development Director. She asked if those positions had died, or if the positions would need to be revisited at some future date. Director Passailaigue suggested that since there was a retreat scheduled, it would be a good time to review the ASL organization chart, show the Commissioners how the organizational chart fits together, and address what skill sets ASL needs to fill. He further stated that ASL would appreciate guidance from the Commission regarding those positions.

Commissioner Faris asked that the Commission also receive an update on cross-training during the retreat.

Commissioner Hammons thanked Ms. Bunten for an excellent presentation and concluded the presentation phase of the meeting.

The meeting moved to the 14<sup>th</sup> floor, where the Commissioners received a tour of Advertising and Marketing spaces, and the meeting adjourned after the tour.



**DIRECTOR  
ARKANSAS LOTTERY COMMISSION**

**Education or Experience Requirements**

The Director must have a history of demonstrated capability and experience in managing a large institution or business. Weighted consideration of candidates will include but will not be limited to:

- Knowledge of the lottery industry
- Contract law
- Finance and auditing
- Fiscal control issues
- State banking and accounting practices
- State government procurement policies
- State higher education policies and procedures
- Advertising and marketing
- Business research and tracking and subsequent plan development
- Human resources management
- Law enforcement and security
- Hearing procedures
- Preparation of complex budgets
- Property management

In addition, the Director will be the Lottery's primary public spokesperson as well as its voice before the Commissioners and the Arkansas Lottery Commission Legislative Oversight Committee. Thus, he or she must be a person of great communication skills, knowledge, candor and honor, with an exceptional ability to connect to the citizens of Arkansas.

**Preferred Qualifications**

All finalists will be subject to an extensive background check and the successful candidate will be required to file comprehensive disclosure information. Preference will be given to applicants with a professional degree in law, accounting (CPA) or business (MBA), or those with comparable experience.

**Job Duties**

The Arkansas Lottery Commission Director will serve as the Chief Executive Officer of a half-billion dollar annual enterprise. The Director will be responsible for:

- Hiring and supervising a large and multifaceted staff
- Preparing and setting criteria for multi-million dollar requests for proposals and other contracts

- Reporting current and past lottery revenues fully and completely at least once monthly
- Overseeing the establishment and administration of all contractual relationships between the lottery and vendors
- Overseeing procedures for requiring and receiving surety bonds from all retailers and vendors
- Overseeing the intake of millions of dollars and the output of most of those dollars to prizewinners and to the state for scholarships
- Developing and implementing short- and long-range goals, plans and strategies for all lottery divisions
- Developing sales and marketing strategies for lottery products
- Conducting formal hearings in business disputes
- Representing Arkansas with the North American Association of State and Provincial Lotteries and the Multi-State Lottery Association, as appropriate
- Cultivating and maintaining a relationship with Arkansas lottery retailers
- Overseeing a thorough security operation to protect Arkansas citizens from lottery fraud and abuse

The Director will have ultimate day-to-day responsibility for assuring that the lottery operates with integrity, security and transparency, and that its products, promotions and activities are in keeping with the community standards of Arkansas. Establishing a detailed knowledge of the state of Arkansas is imperative. Understanding the importance of diversity and minority inclusion, both in lottery staffing and in businesses with whom the lottery deals, is a vital personal and professional quality.

**Special Application Information**

Consideration of candidates, including those who have applied and those who have been nominated by a member of the Commission, shall begin (add date) and the process will continue until the position has been filled.

**How to Apply Other than the Internet**

A candidate who wishes to be considered for the position may send his or her résumé and references to: The Arkansas Lottery Commission, (add name or dept.), Post Office Box 3238, Little Rock, Arkansas 72203-3238.

**Job Details****Executive Director**

Agency: Arkansas Lottery Commission

Date Posted: 05/18/2009

Posting Expires: None

**Education or Experience Requirements**

The Executive Director must have a history of demonstrated capability and experience in managing a large institution or business.

Weighted consideration of candidates will include but will not be limited to: knowledge of the lottery industry, contract law, finance and auditing, fiscal control issues, state banking and accounting practices, state government procurement policies, state higher education policies and procedures, advertising and marketing, business research and tracking and subsequent plan development, human resources management, law enforcement and security, hearing procedures, preparation of complex budgets, and property management.

In addition, the Executive Director will be the Lottery's primary public spokesperson as well as its voice before the Commissioners and the Lottery Commission Legislative Oversight Committee. Thus, he or she must be a person of great communication skills, knowledge, candor, and honor, with an exceptional ability to connect to the citizens of Arkansas.

**Minimum Qualifications****Preferred Qualifications**

All finalists will be subject to an extensive background check, and the successful candidate will be required to file comprehensive disclosure information. Preference will be given to applicants with a professional degree in law, accounting (CPA) or business (MBA), or to those with comparable experience.

**Job Duties**

The Arkansas Lottery Commission Executive Director will serve as the Chief Executive Officer of a half-billion dollar annual enterprise. The

**Options**

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Apply for this job

**Job Details**

Position No.:

Class Code:

Grade: 1

Salary Range:

Background  
check Yes  
required?

**Location Information**

Job City: Little Rock

Job

County/Region:

**Contact Information**

Contact name: Laura Gilson

Phone: 501-682-1937

Email: [gilsonl@arkleg.state.ar.us](mailto:gilsonl@arkleg.state.ar.us)

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Executive Director will be responsible for hiring and supervising a large and multifaceted staff; preparing and setting criteria for multi-million dollar requests for proposals and other contracts; reporting current and past lottery revenues fully and completely at least once monthly; overseeing the establishment and administration of all contractual relationships between the lottery and vendors; establishing procedures for requiring and receiving surety bonds from all retailers and vendors; overseeing the intake of millions of dollars and the output of most of those dollars to prizewinners and to the state for scholarships; developing and implementing short- and long-range goals, plans and strategies for all lottery divisions; developing sales and marketing strategies for lottery products; staffing the Commission; developing and upgrading technology equal to that of a large banking enterprise; conducting formal hearings in business disputes; representing Arkansas with the North American Association of State and Provincial Lotteries and the Multi-State Lottery Association, as appropriate; cultivating and maintaining a relationship with Arkansas lottery retailers; and putting into place a thorough security operation to protect Arkansas citizens from lottery fraud and abuse.

The Executive Director will have ultimate day-to-day responsibility for assuring that the lottery operates with integrity, security and transparency, and that its products, promotions and activities are in keeping with the community standards of Arkansas. Establishing a detailed knowledge of the state of Arkansas is imperative.

Understanding the importance of diversity and minority inclusion, both in lottery staffing and in businesses with whom the lottery deals, is a vital personal and professional quality.

#### **Special Application Information**

Consideration of candidates, including those who have applied and those who have been nominated by a member of the Commission, shall begin June 1, 2009 and the process will continue until the position has been filled.

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**How To Apply Other Than The Internet**

A candidate who wishes to be considered for the position may send his or her résumé and references to the Arkansas Lottery Commission, c/o Bureau of Legislative Research, State Capitol, Room 315, Little Rock, AR 72201.

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	Midpoint or Actual used for salaries reported as a RANGE								
	Exec. Director/President/CEO/Secretary/Superintendent			Assistant Exec. Director/Deputy Director/Sr. VP/COO/Chief Deputy/Deputy Secretary					
	SALARY	BONUS	RATGRP	ROTGOEM	SALARY	ROTGOEM	RATGRP	BONUS	BENEFITS
Arizona	\$126,509				\$87,763				
California	\$142,965				\$131,904				
Colorado	\$138,000				\$114,948				\$14,097
Connecticut	\$164,300		Not eligible for bonus this year						
Delaware	\$102,250				\$75,024	\$60,035	\$99,053		
D.C. [3]	\$148,390	\$138,520	\$148,390		\$146,226	\$120,506	\$146,226		
Florida	\$120,000				\$115,000				\$25,687
Georgia	\$286,000			\$236,500	\$173,000			\$55,000	
Idaho	\$94,036								
Illinois	\$116,316			\$5,500					
Indiana [1]	\$106,636			Max. 30%					
Iowa	\$222,175	\$168,833	\$275,516		\$220,598	\$93,912	\$147,284		
Kansas	\$133,250								
Kentucky	\$220,000				\$173,772				
Louisiana	\$192,000				\$121,496				
Maine									
Maryland	\$143,270				\$112,680				
Massachusetts	\$122,400				\$107,100				
Michigan									
Minnesota	\$114,297							\$23,300	
Missouri	\$107,155							\$26,357	
Montana	\$87,000								
Nebraska	\$83,217							\$23,780	

Midpoint or Actual used for salaries reported as a RANGE											
Exec. Director/President/CEO/Secretary/Superintendent						Assistant Exec. Director/Deputy Director/Sr. VP/COO/Chief Deputy/Deputy Secretary					
SALARY	ROTATIONAL GOV. EMP.	RAT. NO. GP. E.	BONUS	BENEFIT S	SALARY	ROTATIONAL GOV. EMP.	RAT. NO. GP. E.	BONUS	BENEFIT S	SALARY	ROTATIONAL GOV. EMP.
New Hampshire	\$85,882			\$25,479							
New Jersey [6] [7]	\$125,000				\$116,147						
New Mexico	\$165,000										
New York	\$164,440				\$153,831						
North Carolina	\$246,750		Eligible								
North Dakota	\$60,000	\$54,000	\$66,000								
Ohio	\$109,242	\$60,611	\$134,036		\$88,910	\$54,974	\$122,845				
Oklahoma	\$184,485			\$41,973							
Oregon	\$152,350	\$123,640	\$179,460		\$131,260	\$142,500	\$150,000				
Pennsylvania	\$130,015										
Puerto Rico	\$96,060		\$1,000	\$39,746							
Rhode Island	\$111,039				\$95,547	\$89,350	\$101,724				
South Carolina [3]	\$226,829	\$176,567	\$282,507		\$191,388	\$150,757	\$241,211				
South Dakota											
Tennessee	\$374,490	\$267,755	\$481,207	Up to 65%	\$168,893	\$139,781	\$238,005	Up to 30%			
Texas	\$135,000				\$144,984						
Vermont	\$95,000			\$22,045							
Virginia [4]	\$146,215	\$113,965	\$178,464		\$146,215	\$113,965	\$178,464				
Virgin Islands	\$90,000				\$85,000						
Washington											
West Virginia	\$92,500	Set by statute									
Wisconsin	\$95,713				\$59,405	Minimum - Vacant					
AVERAGE	\$183,002				\$125,265						
HIGH	\$374,800				\$188,893						
LOW	\$60,000				\$59,405						

Midpoint or Actual used for salaries reported as a RANGE

	Exec. Director/President/CEO/Secretary/Superintendent				Assistant Exec. Director/Deputy Director/Sr. VP/COO/Chief Deputy/Deputy Secretary					
	SALARY	ROANTGEM	RATNOGP	BONUS	BENEFITS	SALARY	ROANTGEM	RATNOGP	BONUS	BENEFITS
Atlantic										
British Columbia [3]	\$240,000			20% of target						
Loto- Quebec										
Ontario	\$327,600			20%		\$226,800			20%	
Western Canada	\$172,207	\$156,717	\$188,697	\$25,000	\$24,000					

- [1] Bonuses based on sales and operating profit goals
- [2] Commission based on instant, draw, combined and exceeding combined sales
- [3] Reported salary ranges as well as actual
- [4] Bonuses based on net income achievement and individual performance, if target is attained and employee meets expectations, bonus is 5%
- [5] Benefits Values reported as combination of annual costs for FICA, Unemployment Insurance, Workers' Compensation, Health Insurance, Retirement, etc. - See Addendum 1 for benefits details provided.
- [6] Exec. Director salary estimated as position has been vacant for 2 years
- [7] Marketing Director position has been vacant for 6 years

**NASPL 2008 Salary Survey**  
**Addendum 1:**  
**General Benefits Reported for All Positions**  
**(Data collected August – November, 2008)**

**Arizona**

Retirement plus Benefits for all positions

**California**

37% of actual salary. Benefits include, OASDI, medical, dental, vision, retirement, worker's compensation, industrial disability, non-industrial disability, life insurance for management, Medicare and taxation.

**Colorado**

Provided cash value of benefits by position

**Connecticut**

**Health Care Benefits:** Connecticut Lottery Corporation employees receive their health benefits through the State of Connecticut. The State of Connecticut offers twelve different health care plans, including two out-of area plans. All of the plans cover the same services and supplies but differ as to how employees access services, and in the areas of health promotion, provider networks and discounts. All of the plans have prescription coverage as well as national and regional networks. Employees pay a portion of the cost of the plan through payroll deduction, which varies according to the plan and the type of coverage (employee, employee +1, family, etc.). Employees are also offered three dental plan options.

**Retirement Benefits:** Connecticut Lottery employees participate in one of three retirement plans offered by the State of Connecticut Retirement System, depending upon the employee's date of hire. Two of the plans are contributory whereby the employee contributes a portion and the State pays the remaining cost of the retirement benefit; the third plan does not require contributions from the employee and the State bears the full cost of the plan. Monthly pension benefits for all three plans are calculated in accordance with the applicable formula which takes into consideration the employee's average salary and years of service in addition to the employee's age at retirement. Employees are eligible for a retirement benefit as early as age 55 with 10 years of vesting service. Retirement benefits are reduced if the employee does not meet the eligibility requirements of a normal retirement.

**Delaware**

As State of Delaware employees they: earn a defined benefit pension based on years of service and salary (required employee contribution is 3% of salary); are eligible to participate in a 457(b) deferred compensation program (currently no employer match); and, can select from various group health care options offered

by the State(employer share is about 90% of the premium and the employee share is about 10%).

### **District of Columbia**

#### **Florida**

Provided cash value of benefits by position

#### **Georgia**

Life Insurance, STD, LTD, AD&D. Medical and Dental majority subsidized by company. 7.5% 401(k) employer contribution. No retiree benefits, pension or medical insurance.

#### **Idaho**

Provided cash value of benefits by position

#### **Illinois**

Provided cash value of benefits by position

#### **Indiana**

Pension, 457 Plan, Medical, Dental and Vision

#### **Iowa**

Pension, Health/Dental Insurance, LT Life, 457 match

#### **Kansas**

#### **Kentucky**

Money Purchase Retirement Plan

Company pays 8% after 1 year

Effective 5 year graduated vesting

At retirement or termination you receive all vested benefits in your accounts in the form of a cash lump sum or in monthly installments over your lifetime if for retirement. The plan provides 22 investment choices through Fidelity Investments.

Group Life Insurance

Company or Company & Employee paid

1 x annual salary or \$25,000 (whichever is greater). Supplemental insurance available.

Medical Insurance

Company pays lump sum; any additional difference is paid by employee.

Effective 1st day of calendar month following employment. Two Anthem PPO plans and an HSA available. Coverage options include: employee only, parent plus, couple or family. Employee paid premiums are with pre-tax dollars

Dental Insurance

Company pays lump sum; any additional difference is paid by employee.

Coverage for most routine preventative and restorative treatment subject to a deductible and co-payment. You can select employee only or family coverage. Employees paid premiums are with pre-tax dollars.

#### 401-K Plan

Employee paid

Increased tax-deferred retirement savings with a variety of investment choices.

#### Flexible Spending Plan

Employee paid

Effective after 6 months of continuous service.

Possible tax savings by directing a portion of pre-tax salary to fund health care benefits or child care costs.

#### Long-Term Disability

Company paid

Effective after 90 days of continuous service.

60% of monthly salary (max. of \$5,000/month) for specified period based on age at time disability begins.

#### Vacation

Company paid

Effective after 6/9 months of continuous service - depends on hire date.

One week after six months or two weeks after nine months (depends on hire date). At 5 years of service, 3 weeks per year. At 10 years of service, 4 weeks per year. Carryover of unused vacation allowed with some restrictions.

#### Holidays/Floating Holidays

Company paid

12 paid holidays/year. 8 regular and 4 floating. The 4 floating days are used like additional vacation days. Floating holidays during first calendar year of employment are based on hire date.

#### Personal Days

Company Paid

Up to 6 paid days per year for sporadic absences due to non-work related injury, illness or personal reasons (see policy for details). Prorated during first calendar year of employment. Carryover of unused days allowed with some restrictions.

#### Short-Term Disability

Company paid

Effective after 6 months of continuous service.

Between 8 and 24 weeks at 85% to 100% full pay based on years of service.

#### Tuition Reimbursement\*

Company paid

Effective after 6 months of continuous service.

100% tuition reimbursement on pre-approved courses completed with a grade of C or better, subject to a maximum of \$4000 per calendar year.

**Cancer Insurance**

Employee paid

Benefit depends on choice of two plans. Employees paid premiums are with pre-tax dollars.

**Vision Insurance**

Employee paid

Covers exam, glasses and contacts. Set benefit amounts. Employee premiums are paid with pre-tax dollars.

**Louisiana**

Three Retirement Plans: (1) social-security replacement plan (2) Supplemental Plan (employer only contribution)

(3) Savings plan (457) with employer match up to 2.5%; Medical, Vision and Dental are available for both employee and single coverage; employee-only dental and vision have no employee contribution; employee-only/family medical, family-dental and family-vision have employee contributions of approximately 30% of premium

**Maine****Maryland**

Yes for all positions (no details provided)

**Massachusetts**

State Retirement contributions from employees are anywhere from 5-11% based on date of state service and salary. Pensions are based on years of service and age, maxing out at 80% of highest three year average salary. Health plan coverage provided by numerous insurers and vendors including HMO's and PPO's. Employees pay 15% of premium if hired before June 30, 2003 or 20% of premium if hired after June 30, 2003 for either individual or family coverage. Dental and vision plans provided at competitive rates.

**Michigan****Minnesota**

Provided cash value of benefits by position

**Missouri**

Yes for all positions (no details provided)

**Montana**

Yes for all positions (no details provided)

**Nebraska**

Provided cash value of benefits by position

## **New Hampshire**

Provided cash value of benefits by position

## **New Jersey**

Additional Compensation: State Lottery employees are not eligible for any additional compensation or bonus incentive programs

Legal: Legal services are provided to the Lottery by the State of New Jersey Attorney General's office. The Lottery is charged approximately \$200,000 annually for these services.

Retirement Benefits: All Lottery employees are enrolled in State of New Jersey Public Employees Retirement System (PERS) pension plan.

Post service retirement benefit is based on years of service divided by 55 and average of employees last three years of annual salary. Employees are eligible for full retirement at age 55. (age is now 60 for new employees effective 7/1/07). Employees are subject to a 3% reduction of benefits for each year of early retirement.

State Health Benefits are fully covered to all employees who retire with 25 years of State service.

Life Insurance: PERS members are covered by group life insurance while employed. At retirement PERS members will receive a reduced insurance benefit to be paid to their beneficiary upon death, provided the retiree has credit of at least 10 years in the pension system.

## **New Mexico**

Yes for all positions (no details provided)

## **New York**

Multiple health insurance plans available: For individual coverage, employees contribute 10% of cost and the State 90%. For family coverage, employees contribute 20% and the State 80% of costs. ▪ Average Health Insurance \$12,654 ▪ Pensions 10.5% of salary ▪ Social Security 7.53% of salary ▪ Workers' Comp 2.54% of salary ▪ Dental Insurance 0.61% of salary ▪ Unemployment Benefits 0.12% of salary ▪ Vision Benefits 0.13% of salary ▪ Survivors' Benefits 0.09% of salary For union-represented positions, Health Benefits are negotiated by the unions, i.e. Employee Benefit Fund - 0.75% of salary

## **North Carolina**

1. All employees are eligible for a merit increase based on performance. 2. Annual retirement benefit is based on: 1.82% of "average final compensation" TIMES years and months of "creditable service." 3. Health Care: employees hired after October 1, 2006 must work 20 years to receive non-contributory health care benefits in retirement. Employees with 10, but less than 20 years of service, must pay 50 percent of the premium for retiree health care benefits.

Employees with less than 10 years of service will not receive retiree health benefits. Prior to this legislation, the state paid 100 percent of these premiums for retirees who had at least five years of state service. 4. Employees are eligible after one year of state service for short term disability; they are eligible for long-term disability after five years of service.

### **North Dakota**

Health \$7,896.96  
Retirement 9.12%

### **Ohio**

The agency contributes 14% of the employee's gross earnings to the Ohio Public Employees' Retirement System (OPERS), and employees contribute 10%. Employees hired after January 1, 2003 can choose among three retirement plans: the Traditional Plan (a pension plan based on years of service and the employee's highest 3 year average salary); a Member-Directed Plan, (bases the employee's retirement benefit on the gains and losses of employee and employer contributions); or the Combined Plan, (a hybrid of the Member-Directed and Traditional Plans). Employees hired before January 1, 2003 who had more than 5 years of service are only eligible for the Traditional Plan.

The State also offers an optional 457(b) retirement benefit program, the Ohio Public Employees Deferred Compensation Program, as a supplement to OPERS benefits. The minimum contribution amount is \$15 per pay, and, in 2009, the maximum contribution is \$16,500, or 100% of includible income per year, whichever is less.

The State offers 5 health plans, 4 of which are HMO's, based upon where the employee lives and works. The same prescription benefits are included with each health plan. Employees who work 40 hours per week pay 15% of the premium, and part-time employees pay 25-100% of the premium, depending on how many hours they work. Dental and vision benefits are provided to employees at no cost once they attain one year of service with the State.

### **Oklahoma**

Provided cash value of benefits by position

### **Oregon**

100% retirement and health care benefits paid by lottery

### **Pennsylvania**

Each employee contributes 6.25% of their pre-tax salary towards their State Employees Retirement System (SERS) account, and that amount is matched by the Commonwealth. After 5 years of service, an employee is considered to be "vested" with SERS, meaning that they have rights to their contributions and the contributions from their employer. Health insurance at retirement is based on years of service and age at retirement.

### **Puerto Rico**

Provided cash value of benefits by position

**Rhode Island**

Employees contribute 8.75% of salary towards retirement and also pay a "percent of premium" for health care benefits (Medical/Dental/Vision)

**South Carolina**

State health care and retirement benefits offered to all employees

**South Dakota**

**Tennessee**

Corporation provides Life, AD&D, LTD and STD insurance. Life and AD&D are 1.5 times salary. GLC contributes 5% of compensation into employee's retirement account and also matches \$.75/\$1 of employee contribution (up to 5%). Health and Dental also provided with costs shared with employees.

**Texas**

For all Lottery employees: Retirement: Defined retirement benefit plan with State contribution of 6.45% of employee's total compensation. Insurance: Health care and basic life premiums and 50% of dependents health premium.

**Vermont**

Provided cash value of benefits by position

**Virginia**

Provided cash value of benefits by position

**Virgin Islands**

Yes for all positions (no details provided)

**Washington**

**West Virginia**

All Benefits are available (no details provided)

**Wisconsin**

44.33% of salary

**Atlantic**

**British Columbia**

Flexible benefits program based on monthly credits that are associated with various position levels in the organization i.e. Executive roles are provided more credits. Mandatory pension plan for all employees. Extra supplemental pension plan for Executive

**Quebec**

**Ontario**

Pension, Health, Dental, STD, LTD

**Western Canada**

Provided cash value of benefits by position

## Survey - Lottery Director Salaries and Compensation

Lottery Jurisdiction	Salary	Additions, Incentives or Bonuses	Staff	Comments
Arizona	\$102,190.00			
Arkansas	\$141,603.00		96 allotted	Plus UP TO 2-1/2 times the salary for the position authorized by the General Assembly
Georgia	\$367,000.00	40% of base salary		Base plus salary equaled \$510,000 in FY 2010.
Illinois	\$142,000.00			"Superintendent," appointed by Governor
Indiana	\$106,636.00	Up to 30% of base salary		Appointed by Governor
Iowa	\$175,624.80	in place but not utilized		
Kentucky	\$226,800.00	Up to 10%	More than 100 employees	Salary set by Board
Louisiana	\$201,600.00	None	131 employees	Salary set by Board
Minnesota	\$114,297.00	None		95% of Governor's salary
Missouri	\$109,200.00	None	6 direct reports	Salary set by Revenue Dept. and Classification Chart
Montana	\$87,270.00		32 employees	
New Mexico	\$165,000.00	None	?	Salary set by Board
North Carolina	\$195,000.00	Unknown	10 direct reports	Salary set by Commission
North Dakota				
Ohio	\$66,850 to \$146,286	None	317 employees	Salary set by Governor (recent salary \$129,500)
Oregon	\$165,624.00	None	467 employees	Based on State Director Compensation Range
South Carolina	\$226,829.00	None	136 employees	Salary set by Board
South Dakota	Less than \$150,000	None	30 employees (total)	
Tennessee	\$267K-\$481K	Yes (up to 65% of base)	165 employees	
Virginia	\$135,000.00	None	11 direct reports	Legislative appropriation - reports to Governor

**INTERVIEW QUESTIONS**

for

**EXECUTIVE DIRECTOR, ARKANSAS LOTTERY COMMISSION**

**INTRODUCTIONS**

**1. LEADERSHIP**

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**2. COMMUNICATION**

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**3. ORGANIZATIONAL STRUCTURE**

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**4. PREPARATION**

---

**5. EMPLOYEE MOTIVATION/PERFORMANCE**

---

**6. PRIORITIES**

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**7. POTENTIAL CONFLICTS**

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**8. SUMMATION**

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**9. QUESTIONS / WRAPUP**

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**CANDIDATE:** \_\_\_\_\_

**INTERVIEW NOTES**

**1. LEADERSHIP**

**SCORE:** \_\_\_\_\_

**2. COMMUNICATION**

**SCORE:** \_\_\_\_\_

**3. ORGANIZATIONAL STRUCTURE**

**SCORE:** \_\_\_\_\_

**4. PREPARATION**

**SCORE:** \_\_\_\_\_

**5. MOTIVATION / PERFORMANCE**

**SCORE: \_\_\_\_\_**

**6. PRIORITIES**

**SCORE: \_\_\_\_\_**

**7. POTENTIAL CONFLICTS**

**SCORE: \_\_\_\_\_**

**8. SUMMATION**

**SCORE: \_\_\_\_\_**

## **Sample Structured Interview Questions**

Based upon CSSS competency areas.

**Instructions:** This document contains example structured interview questions for agencies supporting persons with disabilities. The questions are based on the Community Support Skills Standards (*available from HSRI <http://www.hsri.org/cgi/hsri.cgi>*). We recommend that you choose questions that suit the needs of your agency and the people to be interviewed. We suggest your agency ask the same set of questions of all applicants for a particular position.

### **A. Competency area 1: PARTICIPANT EMPOWERMENT**

1. Describe a situation when you assisted an individual recognize that he or she had several choices in how to handle a difficult problem. What was the situation, what did you do, and what was the final outcome?
2. A participant at the group home in which you work has recently told you she thinks she might be a lesbian, and would like to meet other women in the gay community. What steps would you take to empower her?
3. Describe a situation where you've encouraged someone to advocate for themselves?
4. You and a person with disabilities you support are at a local restaurant. When the waitress comes to take your order, she looks and speaks only to you. The person you are with can give his/her own order. What would you do?

### **B. Competency area 2: COMMUNICATION**

1. Describe ways in which you have communicated with a person who does not communicate verbally?
2. Your new coworker Mohamed, is Muslim. During the month of Ramadan he is fasting during the day, and has asked you to change duties with him so he will not have to cook for the people who live in the group home. You cook a great deal already, and don't want to take on the extra duties for him. How do you respond to him?
3. Your coworker has a habit of interrupting you at staff meetings. In the past you've waited for her to finish and bring up your point again, only to have her interrupt once more. As a result, you often leave staff meetings feeling frustrated because your issues were not addressed. How do you address this issue?
4. Describe a situation in which your attempts to communicate with someone were ineffective. What was the situation, what did you do and what happened as a result?
5. Describe the worst misunderstanding you were involved in at your last job. What was the situation, what did you do and what happened as a result?

### **C. Competency area 3: ASSESSMENT**

1. Sally's mother expresses concern to you that Sally may be hard of hearing, and tends to ignore her when she is talking. You have noticed this, but have also found that when Sally is around friends or watching television her hearing appears to be fine. You suspect Sally is choosing to not listen to her mother. Sally's mother recently told you she wants her daughters hearing tested and asks you your thoughts. How might you share your assessment of the situation with her mother?
2. Tell us about a time when someone was injured and you had to make an immediate judgment on what needed to be done to help the person. Describe the injury and your steps in making the assessment.
3. Describe a situation in the past where you've participated in a team assessment process. What was your role?
4. Tell me about the last time you solved a problem where you had to do a lot of hard thinking and analysis; what difficulties did you encounter, how did you overcome them, what was the result?

#### **D. Competency area 4: COMMUNITY & SERVICE NETWORKING**

1. A person you support tells you when he was a child his family went regularly to a Catholic church and he would like to become active in the faith again. How do you support him in this goal?
2. Midori, a Japanese-American is quiet and doesn't leave the house. She is not involved in any activities and has no personal relationships. Midori claims she has no areas of interest but seems unhappy with her life. How might you assist Midori in recognizing and developing areas of interest?
3. Please describe some community resources you have had contact with in your own neighborhood. How might those resources be used by a person with a disability?
4. Think about the last time you moved to a new community. What strategies did you use to find places to engage in your favorite leisure activities? How did you go about meeting people with interests similar to yours? John recently moved from a large institution to a supported living setting. How might you assist John to learn about and become part of his new community?
5. Describe the most embarrassing situation you have experienced when you were with a person with a disability. What was the situation, what did you do, what happened as a result? What, if anything, would you do anything differently if you experienced a similar circumstance in the future?

#### **E. Competency area 5: FACILITATION OF SERVICES**

1. Tell me about a time when you had to practice professional confidentiality. What was the situation? What did you do? What was the outcome?
2. When working with persons with developmental disabilities, what do you think is key in establishing a solid working relationship?
3. A few weeks after developing her support plan, Rachel changes her mind about wanting to get a job. How might you respond?
4. Describe a situation in which you helped a person set a goal and then supported the person to achieve that goal. What was the goal and how did you help?
5. Describe a situation in which you or someone you know needed a medical, psychological or other support service but was having trouble getting it. What was the situation, what did you do, what was the result?

#### **F. Competency area 6: COMMUNITY LIVING SKILLS & SUPPORTS**

1. Describe the best meal you have ever prepared for a group of people.
2. Describe the household chore or duty you like least. What strategies do you use to ensure that the chore or duty is completed?
3. Describe the household chore or duty you like most. What strategies do you use to ensure that the chore or duty is completed?
4. What actions would you take if you recognized a person showing signs of having an allergic reaction (e.g., hives)?
5. Kamol, a resident in the group home where you work was raised in a Thai community. Lately, he has expressed how much he misses his mother's cooking and talks about Thai dishes he loved as a child. How might you respond to this situation?
6. Describe a time when you were required to provide medical assistance or treatment to another person. What was the situation, what did you do, what happened as a result?

#### **G. Competency Area 7: EDUCATION, TRAINING, & SELF-DEVELOPMENT**

1. How have you kept up on relevant resources and information about a topic of interest to you?
2. What else besides your education and job experience qualifies you for this job?

3. Describe the last thing you did for self-improvement?
4. Tell me about the best class you have ever taken. What was the class? Why was it good?
5. What is the next thing you want to learn how to do, or how to do better? What is your plan for accomplishing this?

#### **H. Competency Area 8: ADVOCACY**

1. What advocacy organizations/services are available in this community that might assist persons with disabilities?
2. Tell me about a situation where you have advocated on behalf of another person or a time when someone else has advocated on your behalf. What made that advocacy successful or unsuccessful?
3. Describe a time when you witnessed a person with disabilities being teased by a coworker or other person. What did you do? What could you have done to assist that person?

#### **I. Competency Area 9: VOCATIONAL, EDUCATIONAL, AND CAREER SUPPORT**

1. Mali would like to join a Hmong quilting group, but she has no method of transportation other than the bus, which is a long and confusing ride. What could you do as her DSP to support her in gaining access to this program?
2. Describe a time when you have supported another person in a vocational or education program or with their career development?
3. Describe the things you have done in the last couple of years to advance your career. What supports did you use/receive? What was the most helpful assistance you got?
4. Describe the first job you ever had. What would you do to adapt that job so that it could be performed by someone who could not walk (talk, see, hear etc.)?

#### **J. Competency Area 10: CRISIS INTERVENTION**

1. Betty a person in the home where you work is sensitive to loud noises. One afternoon, the maintenance crew comes to the house to do yard work and the sound of the riding mower sends her into a panic. She begins pacing rapidly while crying and covering her ears. She picks up a nearby object in attempt to throw through the window towards the maintenance worker. How would you handle this situation?
2. Describe the last time you became involved in a conflict or crisis situation. What was the situation? What did you do? How well did it work? What would you have done to prevent the situation from occurring?
3. Describe the most difficult person you remember ever dealing with at work or school. Describe the most difficult situation you remember encountering with that person. How did they react to you? How did you deal with the situation? What did you do about your own feelings? Did you ever discuss you differences with this person? If not, why not? If yes, what happened?

#### **K. Competency Area 11: ORGANIZATIONAL PARTICIPATION**

1. Tell me about the mission of the last company you worked for. Did you agree or disagree with that mission, why?
2. Describe a situation where you played a role in making a change within your last place of employment (or church, community center or club). What was the situation, what did you do, what was the result?
3. Describe a situation in which you had a conflict with a co-worker. What was the issue, what did you do, what was the outcome of the conflict?
4. Describe a situation in which you had a conflict with your supervisor. What was the issue, what did you do, what was the outcome of the conflict?

5. What was the best experience you have ever had as a member of a team? What was your role on the team? What made it a good experience?
6. Describe the worst supervisor you have ever had. What made that person a poor supervisor? How did you work with that person to complete your job duties?
7. Tell me about the last time you found yourself trying to do too many different things at the same time. How did you handle the situation?
8. Describe the co-worker that you most appreciate? What characteristics or qualities of that person do you most appreciate?
9. What behaviors do you think are most important/most valued by team members or co-workers in the work place? Of the behavior you just listed, please do a self-evaluation and tell me which is your strongest most positive co-worker behavior? Which might be a possible improvement area for you?
10. What does team work mean to you? Give some examples of things you have done to be a good team member, or to improve teamwork.

#### **L. Competency Area 12: DOCUMENTATION**

1. Tell me some of the reasons you feel documentation is important.
2. Describe a situation in which someone you know used words to describe a person or a group of people that showed disrespect. What if anything did you do in that situation?
3. Describe a situation in which you were asked to document an event. Describe what occurred, what information was documented, and the reasons behind your documentation.
4. What was the best thing you ever wrote? What was the topic; what made this the best thing you ever wrote?
5. Describe the most difficult writing assignment you have ever had. What was the assignment, how did you handle it?
6. Describe the last paper or writing assignment you completed in school or at work. What was the assignment, what did you do, what was the outcome of the assignment?

#### **Experience, Credentials and Self-Evaluation/Opinion Questions**

1. Describe a typical day in your most recent job.
2. Describe any classes, experiences, or training you have received that prepare you for this job.
3. Most of us have more than one reason for leaving a job. What are some of yours, from past or present experience?
4. What one or two words would most of all of your previous supervisors use to describe you?
5. What part(s) of you last/present position did you like least? What did you do to try to overcome the situation? What would you think if you know in advance that this situation would be present in your new job?
6. Under what circumstances might you seek out a co-worker or peer for advice or suggestions? Provide examples of time you did that in the past.
7. Describe your ideal job. Discuss the amount and type of supervision you prefer, contact and kinds of relationships with co-workers, job tasks, and freedom to work or to make decisions.
8. Under what circumstances might you seek out a co-worker or peer for advice or suggestions? Provide examples of time you did that in the past.
9. If you had the authority or power, what one thing would you change about your current/last position?
10. Other than money, what rewards, benefits, or work situations are most important for you?
11. How much time did you miss from work last year? The year before?
12. What suggestions has your supervisor given you for performance improvement or development?
13. We have all made mistakes in our job, some bigger than others. Tell me about the biggest work place mistake you ever made. What were the circumstances, and how did you deal with it? What did you learn from the experience?
14. Tell me about your schedule flexibility, and your work schedule preferences.

15. If you were offered this position and you accepted, what one or two major contributions do you think you would make, in the short term (in the first few weeks) and in the long term (after a year or so)?

Interview questions developed by Talley Sjonberg, Karen Pederson, Amy Hewitt, Sherri Larson (Institute on Community Integration) & Julie Stocker (Hiawatha Homes, Rochester, MN).

Funding for this project was provided by the Partnerships for Success Grant funded by the U.S. Department of Labor (Grant # N-7596-9-00-87-60).

**A Primer on Structured Behavioral Interviewing**  
**February 18, 2001**

**Guiding Principles**

- The best predictor of future behavior is past behavior in similar circumstances that was recent or that reflected long-standing behavior patterns
- Ask candidates to describe situations they have faced and how they handled them. (Situation, Behavior, Outcome)
- If you use more than one interviewer, divide up the competency areas ahead of time, allow each interview to address a smaller number of areas.
- When you sell your organization be realistic
- Keep your questions open-ended
- Start with the assumption that the candidate has no skills and allow him or her to demonstrate capabilities.
- Consider the interview a collection of "movies" which contain three elements - situation, behavior, outcome.

**Problems To Avoid**

- Assuming that people are better at the things they like to do
- Taking information on strengths and weaknesses at face value
- Asking why do you want the job or what are your career goals (most candidates cannot predict accurately their future career paths)
- Statements of attitude and philosophies are poor predictors of people's actual behaviors
- Hypothetical questions force candidates to say what the he/she thinks the interviewer wants to hear

**Strategies For Gathering Information In An Interview:**

**Experience Questions**

- Used to put candidate at ease, provide overview of past experience, and to set stage for other questions
- Example questions
  - Duties in last job
  - Responsibilities in last position
  - What do you typically do when you have a difference of opinion with your boss
  - Describe a typical day in your most recent position

**Credentials**

- Obtain information about a person's education, employment history, and past achievements which is verifiable using other sources
- Example questions
  - What degrees do you hold?
  - What was your major?
  - What special recognition have you received?

**Self-Evaluation Opinion**

- Yields information about what the applicant thinks about a topic
  - Reveals areas for probing
  - Provides information the applicant thinks is important
  - Invites applicant to say what he thinks you want to hear
  - Makes a candidate who thinks quick and speaks fluently seem very competent
  - Don't provide any evidence about what the candidate has done

- Falsely implies that if a candidate likes a task that he or she can perform it

### **Behavior Description**

- Situation, behavior, outcome - detailed accounts of specific events from an applicant's past
- Example: tell me about the last time you solved a problem where you had to do a lot of hard thinking and analysis; what difficulties did you encounter, how did you overcome them, what was the result?
- Types of Behavioral Questions
  - Superlative adjectives
    - most/least
    - best/worst
    - hardest/easiest
  - First and last questions.
    - Tell me about the last time you...
  - Accomplishment.
    - Describe your most significant accomplishment in ... Advantages: more objective assessment of applicant qualifications, applicants enjoy telling what they've done, top performers can describe accomplishments
- Disadvantages: takes more time, requires more skill and effort

### **Technical Questions**

- Technical questions - help determine if a candidate has the technical knowledge needed
- Example: How do you write a goal or objective?
- Advantages: can provide clues about whether the applicant has the skills indicated on the credential
- Disadvantage: may be easier to collect as a work sample test; requires technical knowledge to evaluate the response

Primer based on a seminar by Harry Brull at the 1991 Association on Residential Resources in Minnesota Annual Conference, Bloomington, MN.

### **Interviewing Resources:**

- Curzon, S.C. (1995). *Managing the Interview: A how-to-manual for hiring staff*. New York: Neal-Schuman Publishers, Inc.
- Eder, R.W., & Harris, M.W. (Eds.) (1999). *The employment interview handbook*. Thousand Oaks: Sage Publishers, Inc.
- Yate, M. (1994). *Hiring the best: A manager's guide to effective interviewing*. Holbrook, MA: Adams Media Corporation.
- Maddux, R.B. (1994). *Quality interviewing: A step-by-step action plan for success*. Menlo Park, CA: Crisp Learning

Funding for this project was provided by the Partnerships for Success Grant funded by the U.S. Department of Labor (Grant # N-7596-9-00-87-60).

## **I. Management & Administrative Positions Structured Interview Questions**

- 1. Ask the applicant to review the Job Analysis form for the job and ask: *If hired, can you do all these tasks with or without reasonable accommodation***
- 2. How did you find out about this job?**  
*Identifies your best recruiting sources.*
- 3. Why do you think you want to work here?**  
*Identifies the image your business projects and the applicant's motivation for applying.*
- 4. Tell me about the very first job you ever did that you got paid for. What did you learn from that job? (Take the applicant through their entire work history by asking these questions for each position.)**  
*Work ethic, pattern of career growth (or lack of it), ability to meet challenges.*
- 5. What do you think it takes to be a good (job title)?**  
*Does the applicant see the job the same way you do?*
- 6. Take me through your day yesterday from A to Z.**  
*Activity level.*
- 7. Tell me about a time you were the leader of a team. What did you enjoy about the experience? What was difficult about it?**  
*Ability to direct and motivate others.*
- 8. Tell me about the manager who inspired you to do your best. Why did this person have this effect on you?**  
*An indicator of how best to manage the person if hired.*
- 9. What's toughest job you ever had and how long did you last at it? Why was it tough? Why did you stick/not stick with it?**  
*Stamina / staying power.*
- 10. In your last position, were you given a performance appraisal? If yes, what did you get your highest rating in and why? What did you get your lowest rating in and why? Could you give me a copy of that appraisal?**  
*Past performance is a good indicator of future performance.*
- 11. On a scale of 1-10, where 10 is best, how would you rate yourself when it comes to (controlling costs) (budgeting) (motivating employees) (dealing with problem employees) (managing vendors) (hiring people)? Give me an example of why you rate yourself that way. What would it take for you to become the next highest number?**  
*Competencies.*
- 12. Tell me about a person you really admire.**  
*What people admire are very often traits or skills they wish they too possessed.*
- 13. What do you like/not like about the restaurant industry and why?**  
*Understanding of and commitment to industry.*
- 14. Do you think it's possible to have fun at work? How do you make work fun for your subordinates?**  
*Motivation skills.*
- 15. When I call your last manager, what will he/she tell me about you?**  
*Past performance is a good indicator of future performance.*
- 16. Do you belong to any professional or trade associations?**  
*Commitment to career.*
- 17. What are you most proud of in your career?**  
*Personal motivators.*
- 18. If you could change one bad decision you've made in the past, which would it be and why?**  
*Ability to learn from experience.*

19. Have you ever been involved in an accident on the job? What caused it? How could it have been prevented? (Do not ask about Worker's Comp and do not ask about injuries.)  
*Safety consciousness.*

## **II. Special Questions/Tests for Chef Applicants**

1. What led you to this career?  
*Motivators.*

2. Take the applicant to the kitchen and ask him/her to critique the layout and equipment and to make recommendations.  
*Job knowledge.*

3. Take the applicant to the kitchen and ask him/her to create a dish with what is on hand.  
*Skills.*

## **III. Conclusion**

1. What is the one question you hope I won't ask you?  
*May bring to light a potential liability.*

2. I've asked you a lot of questions. What one question would you like to ask me? (After applicant asks his/her question, say: *That's interesting. Why did you ask that?* After the person explains, answer the question).  
*Insight into what applicant believes is important.*

3. Is there anything you'd like to tell me about yourself that we haven't covered?  
*Ends the interview on a positive note.*  
*If you think you'd like to hire this person, ask them to come back in a couple days with a list of concerns they have about this job.*

## **IV. Second Interview**

1. Ask the applicant to review his/her list of concerns and to rank them in order of importance. Once that is done, ask why each is a concern and then address it.  
*Ask yourself, are these concerns legitimate? Review the concerns to get a sense of what "make the applicant tick."*

## **V. Third Interview**

1. Arrange for the applicant to meet one-on-one with another manager or supervisor and a couple of front and back of house staff members.  
*Solicit applicant's impressions of staff. Solicit staff's feedback about applicant.*

## Interview Rating Form

Fill out this form immediately after the interview. If you wait even one-half hour, your recall will not be as accurate. This form is of crucial importance when you have two or more good candidates to choose from.

APPLICANT'S NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

*Instructions: Rate the applicant in each of the traits listed below to determine suitability for the position. Add up the total score and divide by 8 to arrive at an overall rating.*

<b>APPEARANCE:</b> Consider the applicant's personal appearance, bearing in mind the requirements of the position. Will he or she present a satisfactory appearance as a representative of the restaurant?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>COMMUNICATION SKILLS:</b> Consider the applicant's choice of words, sentences, phrases, and use of slang. Look for simple and correct grammar, hesitations, needless repetition, logic, and coherence as they relate to satisfactory job performance.														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>SELF-CONFIDENCE:</b> Does the applicant display the level of self-confidence required by the position?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>ABILITY TO GET ALONG WITH OTHERS:</b> What is the applicant's attitude toward the interviewer? Is this person friendly, polite, and likeable? Is there any sense of indifference, antagonism, or an uncooperative attitude? Does the person have a history of being a good team player?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>PHYSICAL CAPACITIES:</b> Consider the essential mental (IQ) and physical functions (strength, stamina, dexterity, etc.) of the job and the applicant's ability to perform these duties with or without accommodation.														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>ATTITUDES:</b> Consider the attitudes necessary for successful job performance (customer service-orientation, honesty, dependability, initiative, etc.) Did the applicant demonstrate the desirable attitudes when discussing his/her work/school/life experiences?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>SKILLS/EXPERIENCE:</b> While it's always preferable to hire for attitudes and train for skills, if you need skills or experience, did the applicant demonstrate he/she can do what's required with little or no further training?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<b>ERNESTNESS:</b> Does the applicant appear eager to get the job and motivated to succeed? Is this a job that really interests him or her or is this person willing to take anything?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
<div style="text-align: center;">           Total Score _____ Divided by 8 = _____         </div>														

