



## **Loan Officer Selection System**

**11/24/2003**

**Team 7**

This paper received a 46/50; an A, but not as strong as some of the other sample papers. In addition to being technically sound in most areas, it was particularly good in being directed towards the needs of the organization. A couple reasons it didn't receive a high A were the relatively weak documentation of their procedures and because they weren't really clear about focusing on attributes (especially in Section 4 of the evaluation form).

11/16/2003  
XXXXXXXXXX  
VP-Human Resources  
THE Federal Credit Union  
XXXXXXXXXXXXXXXXXX  
Boulder, CO 80303

Dear Mrs. XXXX,

We would like to begin by extending our deepest thanks for the time you and your staff have spent assisting us with our analysis. The process has been a long and involved one, but we hope that the analysis and suggestions that we present here will be of benefit to your organization.

The position of the loan officer is obviously a pivotal piece to any institution within which lending of money is a key component. This person is the bank or lending institution's agent to the public who holds a fiduciary responsibility to not only their employer, but the customer with which they are working. The individuals in this capacity must be extremely astute, capable and most importantly must possess the highest levels of integrity and fortitude.

It is with the history and values we have seen espoused with your organization in mind that we present this analysis and suggestion for revising your current loan officer hiring procedures. The people employed within a company are one of the most significant components in that organization's successful achievement of its goals. Especially in the case of the loan officer, a great hiring decision now as opposed to simply a good one only further prevents potentially catastrophic negative conflicts from occurring later.

The following material includes recommendations beginning after the recruitment process is complete and the pool of applicants has been established. Within you will find information regarding the application form, a specifically organized and complete interview, the critical characteristics to look for in a candidate including a basic breakdown of the different types of these characteristics, the tests for which these characteristics should be measured and a number of other process-specific guidelines and precautions. Each of the recommended pieces of the analysis is accompanied with a supplementary explanation of our rationale behind it, the specifics of its use and some helpful hints and related areas to be cautious of.

We would again like to thank you for your time and consent of our conducting this analysis and hope you are able to utilize the information we have gathered and recommendations we have made. ***While we are not experts in this field, it is through coursework in a human resource management class we are able to provide you with this information.*** Please feel free to contact us with any questions or concerns regarding this project via XXXXX. Professor Joseph Rosse will also have a copy of this analysis and will be able to provide clarification on its topics as well.

Sincerely,

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## **Introduction**

This analysis is a recommendation to assist THE CREDIT UNION in making the best possible hiring decision for the loan officer position. The overall principle to remember in administering all of these tools is to implement the idea of job-relatedness.

After reviewing many different perspectives of a loan officer's job, and creating a job description, interview questions were derived from the qualities applicants must exude for THE CREDIT UNION. One of the most important aspects of the job is heavily based on communication between members concerning their wants, needs, and disappointments. Thus, many of the interview questions are situational, more so than behavioral or trivial (case)-based. Moreover, a work sample is included to further assess the applicant's performance.

Along with the interview process, tests are used in hiring for a loan officer, based on the specific KSA's. The Wonderlic test evaluates all applicants' abilities, skills, reliability, and knowledge, required for a successful THE CREDIT UNION loan officer. This objective test keeps the hiring process fair, valid, and consistent. Also, the position of a loan officer requires an emphasis in financial knowledge, which is evaluated by giving the financial test.

Finally, a background check is imperative due to the fact that the job deals with other people's money. The questions asked to prior employers are used to assess the applicant's honesty, credibility, and performance in relation to the job. The questions are non-invasive and simply ask for past experience with the applicant.

An overall evaluation of the potential employee is looked over through all the hiring tools, and then the applicant is given an answer. Interviewing, work samples, tests, and background checks offer the decision makers a range of information on the applicants' qualities. In every one of our tools we made sure to assess only the applicant's qualifications specifically related to the content necessary to performing the job effectively and efficiently.

## **Job Analysis Summary**

Before choosing a company, we deemed it necessary to conduct research to acquire a better sense of what it means to be a loan officer. This also provided information as to the responsibilities and duties a loan officer has to the company. Next we located a company who was willing to take the time and make the effort to assist us in this project. The company chosen was THE Credit Union. The staff of around one hundred people includes two to three loan officers for each of the five branches. Once we had a company selected we needed to decide who in the organization we needed to talk to. The obvious position that came to mind was the loan officer, speaking with two to three loan officers would provide us some first hand insight of what exactly their position entailed. Next we felt it important to interview the individual responsible for training loan officers. We felt that she would be able to inform us of what kinds of characteristics are necessary to succeed in this position. We also wanted to get information about the current hiring process employed by the credit union. To obtain this information we contacted the vice president of the human resources department.

When interviewing the loan officers we asked them questions pertaining to their actions in a typical day at work. We also inquired about their training, level of autonomy, job likes and dislikes and specific characteristics required for success. We found out that a typical day for a loan officer consists of selling loans, and general bank account maintenance. When asked about their training we learned that it is an ongoing process, consisting of computer tutorials, an actual class on lending policy, and practice through role plays. All of the loan officers we talked to agreed that this is a position with a high level of autonomy, forcing them to be able to make accurate decisions quickly and independently. Things liked about the position included working with different people, being able to help people, and being able to solve problems. Common dislikes were denying members loans when qualifications are not met and the gray area surrounding the various aspects of the job. They agreed that the job would be greatly simplified if loaning money was more of a black and white issue. Some of the personal characteristics the loan officers felt necessary to succeed were being a good listener, having good communication skills, and the ability to work with people. To see a summary of the answers to this interview please refer to loan officer questionnaire.

When meeting with the loan officer trainer we inquired as to what exactly the position requires training for, as well as what skills and characteristics need to be developed in order to be successful. Loan officers are trained to qualify loan candidates, determine interest rates, open and close accounts, interpret credit reports, and learn about all of the credit unions products and services. This is accomplished through computer tutorials, role plays, product brochures, and other informative materials. When asked about what characteristics are necessary for the position it was mostly the same answer we had gotten from the loan officers. It is important to be a good listener in order to determine the needs of your member and provide with the best product possible. She also indicated the criticality of good communication skills. This varies from being able to put together a professional letter to the ability to deny someone a loan. She also touched on the point of being able to work with several different types of people. When you work with different people day in and day out you must be able to adapt to different types of

personality in order to be effective. One thing she mentioned, not brought up by the loan officers was the capability to think outside of the box. This correlates to the issue of working in a large gray area. Often people will come to the loan officers with a problem that does not have an immediately correct solution. Thinking outside of the box assists the loan officer in determining the best possible way to solve the problem.

The vice president of human resources informed us that a majority of loan officers are hired internally; however she was helpful in describing the current hiring process to us. First applicants turn in an application; this can be done at any branch, or online at [www.premiermembers.org](http://www.premiermembers.org). If the applicant satisfies the credit union's conditions they will be contacted for an interview. Upon arriving for an interview, the applicant first takes the Wonderlic test. If they pass this test XXX then interviews them. After this interview, another member of senior management will conduct an interview with the candidate. Once the interviews are completed the decision of whether or not hire is made. If the interviewers believe the person would be a good employee they ask them to go to a background investigation agency where a background check, and honesty test are conducted. If they pass these two items a job offer is extended to them. It should also be noted that currently the job application for Premier Members is a general application for all positions. However, when doing internal hiring anyone applying for positions must submit a written response to a list of questions pertaining to the job. Some examples of these questions are: Why do you feel you are the perfect person for the job? Explain a home equity line of credit and a home equity loan and how would you know when to offer each one? Why are you applying for this job? Based on past performance, answers to these questions, and a short interview, management selects who to move internally to the position. This is the current hiring process for Premier Members.

We used a few different channels to obtain an understanding of what exactly is required of loan officers. Observation was the first way we went about analyzing the job. By watching the loan officers we got an idea of how they deal with members and what their job entails. They are located in the lobby of the credit union where members have easy access to them. When a member wants information about a loan, to open an account, or conduct a transaction that a teller cannot perform they may walk right up to a loan officer and ask their help. Most of the day the loan officers are occupied, whether it be taking phone calls or dealing face to face with members. Next we had the loan officers write down what they do in a typical day. This gave us an idea of how much time they spend on each kind of task. Daily activity between loan officers was very similar. They start off by checking voice mail and returning phone calls and e-mails. After this they follow up on any new prospects that have been passed on to them. Once this is done they generally work on loan documents, and other credit union related items at their desk. Also while stationed at their desk they are available to assist any members that come up to them. They noted helping members with opening and closing accounts, opening and closing safe deposit boxes, meetings for loans, and wire transfers. After this we related this information to the loan officer job description provided by the credit union to see how accurate the description was. The next step we took was to speak with their supervisor to see what kinds of things they should be working on, and if the job description and the loan officers duties coincide with one another. It turns out that a large part of the job description has to do with member services and providing assistance that may not always be loan related.

We used this method of data collection to ensure that we were getting the full picture of what exactly a loan officer does. By obtaining information three different ways it was possible to see this position from different points of view, in order to paint a clearer picture. We feel that this method was the most appropriate because it encompassed different points of view and different level positions within the company. A benefit of this method was that we got to combine all of the information we gathered. This means if someone forgot one piece of information it could be supplemented from another source.

We could have gone about collecting the data in different ways. A possibility would have been just to use one of the methods described above. We decided against this method because it did not provide us with a complete picture of the job, and it is susceptible to omitting important information. We also could have gone to a third party, such as a consulting firm, and had them derive the definition of a loan officer and provide us with a job description based on that. Another way we could have gathered information would have been to go through senior management and have them provide us with all the information they felt we needed. This method would have created a lack of information. The information would have been provided from only one source, one which does not directly involved with the daily activities of a loan officer. This means that we would be generating a selection system based on what a loan officer should do, rather than what they actually do. We thought it to be critical to involve loan officers in the process of creating a selection system for their position.

Although we feel the method we employed to collect data was the best, we must remember that all research has its limitations. First off, by using more than one channel there is the possibility of mixing up important information. Also when there is a plethora of data, it is possible to get contradicting information from different sources. This caused us to carefully sort through our information and make sure that everyone assisting us was on the same page. The biggest limitation to our research was that we could not actually listen in on loan officers conducting business with members. We were able to watch them and get a feel for what they do, but due to privacy issues we did not get to hear the conversations. This would have been the best way to get a feel for what exactly a loan officer does, but by alternatively using more than one source for our information we feel we made up for this missing piece. Finally, there exists one limitation for any type of research in creating this selection system. The limitation is that all of the information provided is subjective; no part of this process is empirical. Each individual could have a different answer or idea than the next, and it is up to us to take all of this information and put it together in a useful manner.

Our research utilized the knowledge of people at three different levels of the organization. First we used the loan officers themselves, this is because they have intimate knowledge their position and the duties involved. They were able to provide us with insight that came from first hand experience. We also thought it important to interview the individual in charge of training loan officers. This gave us knowledge of what kinds of information a person needs to know to be effective in this position. She was also able to help us determine what kinds of personal characteristics are necessary to perform in a productive manner in this position. Finally we interviewed the vice president of the human resources department because she is the one in charge of hiring and was able to articulate on what the credit union currently does to hire loan officers. She also

has the responsibility of creating job descriptions, thus she was able to furnish this for us. Please see Appendices A and B.



## Definitions of a Loan Officer

O\*Net

### Summary Report for: 13-2072.00 - Loan Officers

Evaluate, authorize, or recommend approval of commercial, real estate, or credit loans. Advise borrowers on financial status and methods of payments. Includes mortgage loan officers and agents, collection analysts, loan servicing officers, and loan underwriters.

#### Dictionary of Occupational Titles

**TITLE(s): LOAN INTERVIEWER, MORTGAGE (financial) alternate titles: loan officer**

Interviews applicants applying for mortgage loans: Interviews loan applicants to document income, debt, and credit history. Requests documents, such as income tax return, bank account number, purchase agreement, and property description, for verification. Determines if applicant meets establishment standards for further consideration, following manual and using calculator. Informs applicant of closing costs, such as appraisal, credit report, and notary fees. Answers applicant's questions and asks for signature on information authorization forms. Submits application forms to MORTGAGE LOAN PROCESSOR (financial) 249.362-022 for verification of application information. Calls applicant or other persons to resolve discrepancies, such as credit report showing late payment history. Informs applicant of loan denial or acceptance. May visit establishments, such as branch banks, credit unions, real estate brokers, and builders, to promote mortgage service. May work on commission basis.

## **Loan Officer Questionnaire and Summary of Answers**

1) Can you describe your activity through a typical day at work?

Selling and processing loans was the main answer to this question, also a common response was member services, opening and closing accounts, as well as account maintenance. Another critical part of daily activity is correspondence with members, this is sending out letters, returning phone calls and e-mails.

2) What was your training process like? Was it effective, would you have preferred more or less?

One answer that appeared on every questionnaire was that the training process is ongoing. The loan officers continually try to improve their member service, and must stay current with knowledge of the credit union's services. Training consisted of tutorials on a computer, a class on loan policy, and role playing situations. In role playing situations loan officers were able to practice denying member's loans, and work on their customer service skills.

3) How much autonomy exists in your position?

There is a lot of autonomy in this position; you must be able to make critical decisions without consulting someone else. Also you must take the initiative to set up members with the best product for their needs.

4) What specific things do you like about your job? What things do you dislike?

Working with people and having so much face to face interaction was the most liked part of the job. They also liked the problem solving part of their job, this is seeing a member with a problem and coming up with a solution to help them with it as best as possible. Dislikes included having to deny members loans, as well as having to sometimes work with so many gray areas. The loan officers agreed that their job would be greatly simplified if more black and white situations existed.

5) How much time do you spend on member relations as opposed to dealing directly with loans?

The loan officers spend about half of their time tending to each of these.

6) Are there any specific characteristics you find necessary for an individual to possess to be successful in your position?

Being personable, a good listener, ability to work with several different types of people, and having good communication skills.

When we asked the loan officers, and loan officer trainer, some possible interview questions, these were the suggestions we received:

- How do you turn down someone who doesn't qualify for a loan?
- What are your greatest strengths and weaknesses?
- What kind of loan experience do you have?
- When a person has a loan request, how can you guarantee that the product you are offering is best for them?
- What factors do you consider in a loan request?
- Which of those factors has the most weight in your decision?

**Stage one-Examination or review of overall job characteristics**  
**Job Description**

Job Title: Loan Officer

Summary: A loan officer's primary purpose is to accept, process, and evaluate loan applications. They are also responsible for opening, closing and maintaining general banking accounts.

Key Tasks:

- 1.) Processing Loan Applications
  - a.) Assessing viability of candidates (i.e.-credit scores, collateral, liquidity)
  - b.) Ability to deny candidate for loan
  - c.) Determining interest rates for applicants based on the market
  - d.) Compute debt ratios and loan terms

:

- 2.) Account Maintenance
  - a.) Opening and closing general banking accounts (savings, checking, money markets etc.)
  - b.) Ability to cross sell credit union services
  - c.) Initiating foreign and domestic wire transfers
- 3.) Forming Relationships with Customer
  - a.) Speaking with individuals about new accounts
  - b.) Speaking with loan candidates about sensitive information
  - c.) Be prompt in responses to phone calls and other inquiries
- 4.) Maintain Current Product Knowledge
  - a.) Following current loan availabilities, knowledge of limits for loans
  - b.) Have knowledge of all accounts offered
  - c.) Matching best fit account or loan with appropriate candidate

## **KSAO's and Rationale**

### **Knowledge: Job Specific Skills Held by Applicant Prior to Time of Hire**

#### *Basic Financial Knowledge:*

It is critical for the applicant to have knowledge of basic finance. This will come in useful in determining interest rates, calculating loan payments and calculating amortized values of loans.

### **Skills: Current Possession and Proficiency of Necessary Components for the Job**

#### *Organization:*

The applicant needs to be able to perform several tasks at once, thus there is a necessity for organization. A critical part of multitasking is being able to keep things in order.

#### *Communication Skills:*

One of the most important functions of the job is communicating with clients. This occurs in client meetings for loans, assisting clients that walk into the credit union and communicating with other members of the staff.

### **Abilities: Capacity for Learning Necessary Components of the Job**

#### *Adaptability to Change:*

The job requires working with clients of various personality types, the applicant will need to be able to effectively interact with all of them. Mood changes in the clients can occur as a result of loan denials, a loan officer will have to work through these situations.

#### *Memorization:*

A loan officer must be able to mentally recall information of credit union products and services in order to expedite the loan process.

#### *Discreetness:*

Privileged information from credit union members is something that a loan officer must keep confidential.

### Performance Attributes

The performance attributes matrix below outlines the seven most important character traits that a loan officer should possess to optimize their performance on the vertical axis. Across the top of the chart is a list of the six analyzation tools we have suggested. The “X”s denote that the attribute listed in that row is tested by the tool present in the intersecting column. As you can see, each attribute is tested at least twice in order to ensure the accuracy of testing. This matrix should be reviewed by those involved in the hiring procedures briefly prior to beginning the hiring process (meaning before applications are reviewed) in order to remind them of how each test relates to each of the most important attributes, and also to remind them of the attributes themselves.

**Performance  
Attributes Matrix**

<b>Attribute</b>	<b>Application</b>	<b>Interview</b>	<b>Wonderlic</b>	<b>Reference Check</b>	<b>Basic Finance Test</b>	<b>Work Sample</b>
Ability to adapt to change		X				X
Can Learn Quickly		X		X		X
Effective Communication Skills	X	X				X
Organization/ Time Management	X	X	X	X	X	
Basic Math Comprehension			X		X	X
Takes Initiative		X		X		X
Can Work with Different People		X		X		

### **Risk and Fit Factors**

**Risk Factors:** Non task specific factors that affect success  
Tenure and turnover rates are not of critical concern for this position

#### Problem Behavior

- Fraud- could potentially falsify funds
  - Can test for using Wonderlic
- Theft- high responsibility for amount of money they work with gives them the opportunity to steal
  - Reference check
- Client Sensitivity- potential liability for inappropriate behavior such as basing loan denials on personal perceptions
  - Tested through work sample

**Fit Factors:** Organizational cultural factors that affect success

#### Culture Fit

- High level of autonomy with large resources available for assistance
- Emphasis on sales
- Requires combination of extroversion and introversion, loan officer must be able to process loan independently but also successfully interact with clients

## **Stage Two-Application distribution and review**

### **Application**

To begin it is very important to realize that the application is the only portion of this hiring system that is to be used as a hurdle, meaning that applicants will be evaluate upon their application and consequently passed or failed at this point. If an applicant is failed upon evaluation of their application, then they will not participate in the remainder of the tests.

From a legal compliance standpoint the application is very much in order, and there seems to be very little opportunity for a potential adverse impact case. While there are a few formatting changes that would make the application work better from an aesthetic perspective, the application form currently provided on both the website and in hard copy form is essentially adequate. The only real content related change made was to delete the references section on the current application. We do not feel that a list of references that are not work related would be very beneficial, as it would likely just be a list of friends of the applicant and thus very one-sided portrayals of the person completely outside of a work environment. We have provided an example below of a few of the type of questions that could be used if the applicant pool anticipated ever becomes too large to screen simply from the information currently provided. We have incorporated these into the revised application form, but are not absolutely necessary.

- 1) As an employee of the Premier Member's Federal Credit Union, how will you contribute to the overall culture and environment?
- 2) Please briefly describe one or two examples of your experience in customer service jobs and what you learned there.
- 3) Name three traits (either knowledge or personality based) that you feel a loan officer must possess.
- 4) If you do not have prior experience as a loan officer, have you ever applied for a loan (not including a credit card application process)? If so, please briefly explain your experience from a customer's perspective.

**\*Revised application and consent forms provided below.**

### **Stage Three-Interview administration (Work Sample included)**

#### **Interview**

The interview process is one of the most subjective of assessment tools because it involves one human being's perceptions of another, but by following the instructions and the specific rating scale provided we hope to take a little of this subjectivity away. The instructions for this step in the process are outlined on the interview provided in the appendix. Simply put the interview should begin with a welcoming and introductory period and then go right into the questions.

There are a number of factors to consider when conducting an interview, but the most important thing to remember is to ask questions and form opinions with idea of job-relatedness in mind. For example, before you decide to ask someone about where they have lived or possibly intend to live, ask yourself how that question is or could be related to assessing their ability to perform the duties of a loan officer at Premier. The reasoning behind this technique is twofold. First, it helps prevent potential legal conflicts from arising in terms of a perceived discrimination by the applicant based on a question asked in the interview. Second it helps to ensure that you truly are looking for traits that are necessary in the job, which will result in a better hiring decision. As is the case with the application, the information provided by the applicant in the interview should be tested as to its accuracy (honesty) later in the subsequent tests. Interview and scoring forms provided below.



## **Interview Form**

Welcoming and Introduction-When the person first arrives for the interview be sure to remember to introduce yourself and feel free to make some small talk. You want to make sure that the candidate is comfortable within the interview so that you may get the most accurate portrayal of who they are. This is the time for a little idle chit chat, but remember to keep your professionalism in terms of language, physical posture or contact. Do not allow this to go much past the first five minutes. Once this is complete and you can move on to the questions.

Hints for the interview:

- 1) Listen-you are there to get a feel for the individual not to talk, also give them time to answer questions they do not have an immediate response for.
- 2) Allow plenty of time for the interview.
- 3) Feel free to ask follow-up questions, just make sure they fall within the job-relatedness necessity outlined in the interview supplement

### **Questions**

- 1) Describe a time when you had to deliver bad news to someone, and how you handled it.

Notes:

- 2) Describe a time where you had complete autonomy with time constraints how did you handle beginning your tasks, and how did you manage to get it all done?

Notes:

- 3) Assume you are a loan officer and a customer has come to you and needs you to process their application faster than is typical for the company, how would you handle this situation?

Notes:

- 4) How many marbles would it take to completely fill this room?

Notes:

- 5) Can you think of a time when you had a personality conflict with a co-worker, how did you handle the situation?

Notes:

6) What kind of people do you find it most difficult to work with? Why?

Notes:

7) Do you consider yourself to be thoughtful, analytical, or do you make up your mind fast? Give an example.

Notes:

8) As a loan officer how would you prioritize the various tasks assigned? Why?

Notes:

9) How would you define doing a good job? How did you arrive at this answer?

Notes:

10) Premier Members Federal Credit Union decides to alter some aspects of the policies it has regarding the allocation of loans. The new protocol results in necessary alterations among some of your current clients and will change some of the features of new loans to be distributed. How would you handle notifying your current and potential clients about these changes?

Notes:

11) You are at your desk (not directly with a client) and see someone walk in to the building. They look around casually reading pamphlets but do not look as though they have an agenda as to what they are doing there. What would you do?

Notes:

## Evaluation Criteria for Interview

1.) *Describe a time when you had to deliver bad news to someone, and how you handled it.*

**Desirable:** Maintained poise in delivering bad news while exhibiting confidence in what had to be told. Was sensitive and considerate of the position the person was in. Recommended ways to remedy the problem or suggests alternatives to make things easier.

**Acceptable:** Simply describes personal situation exhibiting forthrightness, but also a level of delicacy in delivery.

**Unacceptable:** Was unable to stay composed, not intuitive of the situation the person was in, and backtracked on what had to be told. Did not offer any alternatives to better the circumstances.

2.) *Describe a time where you had complete autonomy with time constraints how did you handle beginning your tasks, and how did you manage to get it all done?*

**Desirable:** Gathered a list of the things to be done in an organized manner, prioritized tasks in order of importance and time constraints. Set personal goals of when to complete tasks without specific deadlines. Applicant recognized the need to leave some additional leeway time for unexpected conditions that might arise.

**Acceptable:** Describes situation that may not completely exemplify question asked, but explains need to prioritize and stay on task. May not completely explain how goal was reached, but shows basic understanding of taking ownership in a project.

**Unacceptable:** Had no structure to accomplishing tasks that needed to be done, paid no attention to the time constraints and unproductively juggled multiple tasks at once. The applicant did not set independent goals and complained to supervisor about the amount of work and lack of help.

3.) *Assume you are a loan officer and a customer has come to you and needs you to process their application faster than is typical for the company, how would you handle this situation?*

**Desirable:** Explained company policy and his responsibility to follow the rules set by the company. If reasonable request, talked with supervisor about any possible exceptions that could be made. Was considerate of their situation and explained all other alternatives to try and do as much as possible to help them out.

**Acceptable:** Told customer that it simply was not their decision, that it was policy not to do that and there was nothing that they could do. Or, told customer that they did not know and would have to speak with their supervisor, in both situations spoke of remaining cordial.

**Unacceptable:** Ignored company policy and broke the guidelines to give the client the loan. The applicant described a rough denial of the loan without consideration of the client's situation or feelings.

4.) *How many marbles would it take to completely fill this room?*

**Desirable:** Demonstrated a rational process in analyzing the situation despite the curiosity of the question. The applicant gave an answer after a carefully considered mental process using simple math and logical reasoning.

**Acceptable:** Seemed immediately taken aback or a little flustered by the question, but then regrouped and exhibited a reasoned approach to solving the problem.

**Unacceptable:** Became overly flustered and answered immediately without consideration or calculation.

5.) *Can you think of a time when you had a personality conflict with a co-worker, how did you handle the situation?*

**Desirable:** Recognized the problem with the coworker was interfering with the productivity of their work or compatibility of environment and attempted to reconcile the relationship with honest and respectful conversation. Create possible ways they both could work on the conflict to create a functioning situation. The applicant asked supervisor for help if unable to solve problem on their own. Followed up with the problems and continued to give attention to the differences in their personality.

**Acceptable:** Simply attempted to solve problem by avoidance of person to keep confrontation in the workplace at a minimum, then if persisted went to superior, possibly with alternative.

**Unacceptable:** Did not propose any way to handle the problem and complained to supervisor about the problem with out taking any initiative to work on it alone first. The applicant was not cooperative in recognizing personality clash or willing to work on fixing the problems.

6.) *What kind of people do you find it most difficult to work with? Why?*

**Desirable:** Applicant recognizes personality characteristics of others that create both ideal work environments and inefficient ones. He also has a balanced perception of his own characteristics that make it difficult to work with these people. The applicant describes how he has managed any problems in past and what he has done to make the relationships function for the good of the company.

**Acceptable:** Applicant says they get along with everyone and work out differences whenever they occur (this is only acceptable because it is not very likely to be the honest answer, but shows an affable characteristic in their personality). May also explain people find most difficult to work with, but has little examination of why.

**Unacceptable:** Unable to identify why past problems have occurred. He puts the blame on the other person not taking any responsibility. He does not provide any examples of ways he has tried to compensate for these issues.

7.) *Do you consider yourself to be thoughtful and analytical, or would you consider yourself to be quick and decisive? Give an example*

**Desirable:** Applicant takes time to provide his answer, considering himself an analytical person. He assesses situations from every angle, making sure that any decision made was thoroughly evaluated and arrived at after careful examination. The example given clearly demonstrates this quality.

**Acceptable:** Applicant considers himself to possess characteristics of both, but for the most part likes to make sure their bases are covered, example given may not completely exhibit trait if applicant generally seems to be more analytical and seems correct in his assessment of himself.

**Unacceptable:** Considers himself someone who makes quick decisions without critically looking at other possibilities. He follows his gut and initial instincts without

reasoning. The example given shows this lack of consideration for alternative possibilities and places blame on other sources when this way of thinking lead to an undesirable outcome.

8.) *How would you define doing a good job? How did you arrive at this answer?*

**Desirable:** A good job is done when I am no longer left with the question, “what else could I do?” Goes above what is required, and everyone involved is satisfied with the outcome. It depends on more than simply getting things done, but establishing relationships that increase productivity and efficiency. The client is satisfied and had no further requests. Applicant arrived at answer from experience of doing a job well and being exposed to situations where not doing a good job has caused undesirable outcomes.

**Acceptable:** A good job is accomplishing everything asked of me and doing so correctly. It is following directions and protocol and making sure the customer gets what they need and whenever possible, what they want.

**Unacceptable:** Defines keeping a job a standard of doing it well and lacks attention to detail or relationships with the clients. Answer was arrived at because of past familiarity with doing a job in this manner and not working to consistently improve quality of work.

9.) *Premier Members Federal Credit Union decides to alter some aspects of the policies it has regarding the allocation of loans. The new protocol results in necessary alterations among some of your current clients and will change some of the features of new loans to be distributed. How would you handle notifying your current and potential clients about these changes?*

**Desirable:** Begin by making sure you have a full understanding about the new policy its effects. Discuss any confusing aspects with your supervisor. Applicant should compile contact information for all clients regardless of whether the changes will apply to them or not and mail out all information about the modifications. Follow up with calling clients to ensure they received the information and understand the implications. At next meeting offer to clarify anything that is still unclear.

**Acceptable:** Inform clients about changes. Offer assistance if they feel it necessary. Shows some organization to following through but the manner leaves possibility that some may not be properly notified.

**Unacceptable:** Applicant does not manage the material given in an appropriate manner and does not make sure that clients know about the changes. Does not fully understand the change in information and does not ask for help. Keeps doing business as usual implementing new policy without communicating the changes.

10.) *You are at your desk (not directly with a client) and see someone walk in to the building. They look around casually reading pamphlets but do not look as though they have an agenda as to what they are doing there. What would you do?*

**Desirable:** Applicant describes their self as taking the initiative to put down what they are working on at the moment, seeing as they are not directly doing business with a client or in the middle of something important, and approaches the person. They ask if they

could be of service, willing to help clarify anything, send them in the right direction, or be of assistance to their needs. They are knowledgeable of where to send the potential client and assist them in finding what they are looking for, creating a comfortable environment.

**Acceptable:** Applicant talks to the person about what they can do for them, and shares what information he has. If unable to confidently direct them, shows them the way to a supervisor or coworker to aid the customer in finding what they need. Was friendly but placed too much importance on his other work that had to be done.

**Unacceptable:** The applicant waits for the client to make a move, either seek out help or leave. They cannot aid the person in finding what they need and return to their work. They did not create a welcoming environment for the potential client.

### Scoring

This is a fairly basic process consisting of really only a few steps:

- 1) If more than one (so 2 or more) unacceptable rating exists, then score their interview as unacceptable, meaning that this is the extent of that particular applicant's involvement in the process. (It being the case that there is only one interviewer, be sure that your assessment is an honest one and be sure to remain focused at all times throughout the interview.)
- 2) Then look at the other ratings, if there are at least three desirable ratings give this person an overall interview rating of desirable. (The rationale behind this is that desirable ratings are exemplary and these need to stand out, thus use the same awareness and honesty in your appraisal.)
- 3) For all other circumstances the overall rating will be an acceptable one.

## **Work Sample**

**We recommend that the work sample be conducted at the time that the interview is conducted for efficiency.**

**Definition-**A work sample is a real life working situation in which the applicant will be engaged. They will be observed by the group or members of the group in charge of hiring and scored according to their performance.

**Situation-**This will be a simple role-playing scenario in which an employee will pretend to be a client desiring a loan. The applicant will have to take the client through the loan process from application to approval or denial. For our purposes the applicant will be referred to as such and the employee acting as the client will be referred to as the client

**Preparation-**Each of the applicants will need to be equipped with the basic understanding and elements necessary to complete the essential and relevant portions of the sample. These will likely include, but will not be limited to (it is up to your discretion and how in depth you wish to test them):

- Access to current interest rates and a discount chart
- Requirements necessary for approval or denial
- Checklists used specifically by Premier for loan package completion

**Reasoning-**The point of this exercise is to observe the applicant's ability to interact with the customer, how accurately they absorbed and can implement the information provided in the preparation stage and should test their ability to turn down a loan. While the situation cannot perfectly simulate a real life loan application process, it will give the hiring committee a good idea of the applicant's communication skills. Additionally, in the case of denials to see how well they can communicate this type of difficult information without being too soft giving the impression that they are a push-over, but also not being so harsh as to alienate and embarrass the customer.

**Format-**The whole thing should occur within one meeting so as to keep the complexity of the interview process to a minimum.

- 1) Prepare the applicant with all documentation and tools necessary to accomplish the technical tasks essential to the process
- 2) Begin meeting with prospective client (observe ability to introduce and overall interpersonal skills in situation)
- 3) Have applicant gather all pertinent information (make sure they are following directions set out in preparation stage)
- 4) Have client leave room for moment and have applicant assess information collected as to each aspect of loan
  - this step is where the subjectivity of the preparation stage comes into play, the more you want to test the more you will have to analyze.
  - the basics are the ability to match credit scores, asset availability and historical stability with the generally accepted numbers the credit union uses.(anything along this same line is up to your discretion).

5) At this point a denial should be the right answer, have applicant deliver this news (here you will want to closely analyze the applicants ability to appropriately let the client down).

-because the interpretation is based on a successive step that the applicant must get right this may not always be the case. It should be built in, however, that the applicant be able to come to the denial conclusion fairly easily.

6) Have applicant close the meeting (analyze their ability to make client feel as little animosity toward company as possible)

### **Rating Scale**

#### *Introduction*

**Desirable**-Applicant gives great reception, they are cheery and charismatic, makes client feel comfortable in surroundings, little, if any, awkwardness

**Acceptable**-Applicant gives adequate reception, they are affable, but somewhat curt, still make client feel comfortable in surroundings, may be some awkwardness.

**Unacceptable**-Gives little if any introduction, is overly curt or short, client appears nervous and out of element, also could be overly awkward.

#### *Gathering Pertinent Information*

**Desirable** -got every piece deemed necessary as outlined in preparation stage while keeping client in good spirits.

**Acceptable** -got every piece deemed necessary as outlined in preparation stage, but may have pried too much in certain areas, client still appears comfortable, but somewhat on edge by applicants reactions and peripheral questioning

**Unacceptable** -may still have gotten every piece necessary, but pried excessively into client's background and/or appeared judgmental of client's financial affairs.

#### *Assessing Information*

**Desirable** -matched and analyzed every aspect assigned perfectly and scrutinized subjective portions.

**Acceptable** -Matched and analyzed majority, if not all, perfectly while still coming to correct conclusion with at least some scrutiny over subjective portions.

**Unacceptable** -Came to wrong conclusion

#### *Informing Client of Denial*

**Desirable** -is compassionate in delivery explaining specific problems and potential solutions, gives realistic portrayal of potential for gaining loan in future while still maintaining decent level of customer comfort.

**Acceptable** -delivers news somewhat awkwardly, but is aware of customer feelings, explains shortcomings in loan application and may still provide viable solutions

**Unacceptable** -delivers news extremely bluntly without regard for client's feelings, outlines negative aspects of loan application, potentially in a judgmental or negative light.

#### *Closing Meeting*

**Desirable** -Client leaves knowing they have been turned down, but appears to feel service provided was still superior and is likely to return.



**Acceptable** -Client leaves somewhat distraught at news, seems to be moderately satisfied with service, may still return.

**Unacceptable** -Client leaves angry at both the denial and the service.

-This is also a very subjective area because these emotions are not likely to be completely realistic with another employee role-playing, but put yourself in their shoes with the circumstances they just underwent. What would be your demeanor?

## **Stage Four-Administration of Wonderlic Personnel Test**

### **Wonderlic Test**

As part of our suggested hiring process for Primer Members, we recommend the use of another Wonderlic test to aid in the hiring decisions. Wonderlic Consulting Services has created a number of tests to assess ability, skills, personality and reliability which should enhance the validity, fairness and consistency of the hiring process. Though there is a charge affixed with the tests that seems initially high, this charge will not outweigh the costs that will be incurred as a result of a bad hire. Primer Members already uses the Wonderlic Personnel Test (WPT) in their hiring process before conducting an interview, in addition to it we think that one other should be used to further evaluate the applicant's potential job performance.

Of the tests offered, one that should prove to be valuable is the Employee Reliability Inventory (ERI), which measures individuals to be considered low or high risk, and assesses the value that an employee would add to the organization. It is designed to reduce turnover, absenteeism, work-related accidents, theft and the disruptive effects of alcohol and illegal drug use. The test uses seven scales: Long-Term Job Commitment, Safety, Trustworthiness, Conscientious Job Performance, Freedom from Alcohol/Substance Abuse, Courtesy and Emotional Maturity.

These attributes are essential to employee productivity and potential with the company. In hiring you want to know that the candidate is dedicated to the work and will not easily get bored and leave the organization. The loan officer is going to be forming relationships with the client that we do not want to be short lived if they are not committed to the job. It is also imperative that the safety of all our employees and customers is upheld at all times; therefore we hold the responsibility to ensure we only appoint the best people into the position. Working around money it is essential that everyone be kept in an honest work atmosphere and this test will help confirm the honesty of the candidate that the other hiring tools may not completely measure. The conscientiousness of job performance will help verify the information we have gathered from the interview and the freedom from alcohol/substance will be another good reliability test. The measure of courtesy will be used to help us evaluate how well the applicant will thrive with customers and coworkers as will the measure of emotional maturity.

This test could help us narrow down the pool of applicants, and will be used as supplementary tool, as to help us better evaluate the attributes that our other tools cannot. The test can be given in a number of ways: paper and pencil, internet, telephone or PC. For our purposes, the paper and pencil test will be adequate and a good way to keep documentation of the procedure.

**Stage Five-Administer Financial Test**

**Finance Test  
(Financial calculator allowed)**

- 1) What is the difference between simple interest and compound interest?
  
  
  
  
  
  
  
  
  
  
- 2) You lend Bill \$500 dollars, in one year he promises to pay you back \$575, what percent interest did you earn for the year?
  
  
  
  
  
  
  
  
  
  
- 3) If I invest \$1000 with a ten percent return for six years, how much money will I have in six years if the interest is compounded annually?
  
  
  
  
  
  
  
  
  
  
- 4) If Sam takes out a one year \$1000 loan with an interest rate of 10%, with monthly payments and monthly compounding, how much will he pay in interest on the first payment?
  
  
  
  
  
  
  
  
  
  
- 5) If Lisa takes out an interest only loan of \$50,000 for ten years at 4.25% interest, how much will she owe at the end of ten years? (Assume only the minimum amount is paid each month)
  
  
  
  
  
  
  
  
  
  
- 6) Erica has \$42,000 and wants to open a money market account. If the current yield for money markets is 6%, how much will she earn in dividends the first month?
  
  
  
  
  
  
  
  
  
  
- 7) Assuming interest is compounded monthly, how much interest will she earn in the third month? (No withdrawals are made on the account)

This test stands to assure the credit union that the candidate has knowledge of basic finance and has the capability to calculate returns, loan payments, and percentage returns. It is also important for the candidate to understand the difference between simple interest and compound interest, as this will have an effect on accounts accruing interest as well as compounding periods.

**Answers:**

- 1) Simple interest is interest calculated on a single amount over time. For example if I invest \$1000.00 and have a 6% return, each time dividends are paid I will earn six percent interest on the \$1000.00 of principal. Compound interest is earning interest on interest already earned. With the example above, you would earn a return of 6% on \$1000 the first month, and then the second month you would earn interest on the \$1000 principal and the 6% return.

- 2) For this calculation you would subtract the principal from the total repayment, and divide that number by the total repayment.

$$575-500= 75$$

$$75/500= 0.15$$

$$0.15*100= 15\%$$

- 3) This is a problem of determining future cash flows.

$$1000(1+0.10)^6= 1771.56$$

- 4) This problem focuses on differentiating between money going to principal on a loan and money going to pay interest on a loan.

$$1000*0.10= 1100$$

$$1100/12= 91.67$$

$$1000/12= 83.33$$

$$91.67-83.33= \$8.34$$

- 5) This questions centers around the candidates understanding of loans, and interest. In an interest only loan over the period of the loan only interest is paid, at the end of the term of the loan the full amount of principal comes due. In this case the answer is \$50,000.

- 6) This problem tests the candidate's ability to calculate interest and break annual interest down into monthly portions.

$$6\%/12 \text{ months}= 0.5\%$$

$$.05\%*42,000= 210$$

- 7) This question follows up on the concepts of the previous question and in addition tests the applicant's ability to calculate compound interest.

$$.05*42000= 210$$

$$.05*42210= 211.05$$

$$.05*42421.05= 212.11$$

**Scoring**

As with any test of this type the applicant does not necessarily have to get every answer correct to gain employment. Seeing as this is a very broad representation of the skills necessary to this job, none of the individual questions has any more weight than another. Taking that and the fact that every question on this test has an objectively correct answer, here is the scale to score the test on.

**Desirable**-Applicant got every question correct or applicant received a total correct score of 6 out of 7 with the seventh question's work shown being on track with achieving the correct answer, but a numerical mistake was made.

**Acceptable**-Applicant got at least four of the seven questions correct. This makes scoring very easy and shows a basic understanding of the concepts necessary to understand, showing that training the financial concepts for the job will be quick with this applicant.

**Unacceptable**-Applicant got three or less of the questions correct.

As in the other cases, with the exception of the application, all scores will be placed into the evaluation matrix.

## **Stage Six-Conduct Reference Check**

### **Previous Employment Reference Check**

The checking of references should occur in the final stage of the hiring process. For this position one reference check will suffice, but we would recommend two to be on the safe side. We recommend choosing the most recent employment positions listed on the application form. As you have probably noticed from the application portion as well, the section asking for outside references (meaning not previous employers or relatives) has been deleted, thus our suggested form pertains directly to reviewing the job-related references that the applicant lists. The rationale behind this is that previous employers are going to have the most accurate portrayal of the applicant's on-the-job performance, and will present this information with less bias than would a friend. The underlying point here is that we feel previous employment references are necessary and sufficient as the extent to which sources of references are concerned. If you feel a more thorough search of potential reference contacts is an order that is fine, just be sure to outline a standardized form the way we have here that stays within the confines of the job-relatedness quality. In conducting the reference check, be sure to remember the job-relatedness quality described earlier, as to avoid any potential legal problems. Meaning, if you go off of the script provided, make sure any questions you ask are pertinent to the position being offered. The Reference checking and scoring forms are provided below.

The reference check will be evaluated as a whole, rather than individually rating each question. The reason behind this is that these questions are rather objective, such as if the candidate worked for the company, thus only two potential answers exist. The entire reference check will be scored as desirable, acceptable, or unacceptable.

Question one stands to verify that the candidate was honest on their application, and has actually worked for the listed company for that amount of time. It would be unacceptable to find out that they have falsified this information. Questions two and three are intended to give you a feeling of credibility for the person you are speaking with. If they did not work with the candidate for a long time, or they did not have much interaction with them, the information you are given should not be weighed as heavily as a reference who has known the candidate, or worked with them for a longer period of time. The fourth question begins to get at the heart of the matter, finding out if that individual liked working with the candidate enough to rehire them. Finally in question five you are attempting to get an objective rating of this individual's work performance. If the reference provides any other comments, it is necessary to make sure that these are job relevant. If so they should also be considered in the rating of the reference check.

## Reference Checking Form

After calling the phone number given, it is important to identify yourself and the company you represent. Then you will want to ask for the person listed as the contact. After the introduction you will want to tell the caller why you have contacted them, make sure they have the time and are willing to cooperate with you. At this point you will ask the questions provided in the reference check form provided below. A script is also provided for the introductory information.

### Introduction Script

“Hello this is **(Your Name)** with Premier Member’s Federal Credit Union. May I please speak with **(Contact’s Name)**?” (Reintroduce yourself if this is a different person). “We are in the process of reviewing the application of Mr./Mrs. **(Applicant’s name)** who has listed you as a previous employer; may I ask you a few questions regarding their employment with you?” If the answer is yes then proceed to the questions. If the answer is no they will not speak with you (for a reason other than time, in which case you would simply call back) then politely thank them and go on to the next job reference. If the applicant is not on record as having worked there, then note this in the reference information and list their reference check as unacceptable.

### Questions:

- 1) Between what dates did Mr./Mrs. **(Applicant’s name)** work with you?
  
- 2) How long were you and the candidate concurrently working for the organization?
  
- 3) How much interaction did you actually have with the candidate?
  
- 4) Would you rehire the candidate?
  
- 5) Would you rate their job performance as: outstanding, average, or below average?  
Are there any additional comments you would like to make about the candidate?

## Reference Check Scoring

**Desirable:** A desirable candidate will have provided the correct information on the application as to the dates they were employed with the company listed. Also they will have furnished you with a reference that is credible, that is, someone they worked with on a frequent basis who knows their work habits. A desirable candidate would be available for rehire at anytime with the company, and have a performance rating of outstanding or above average. Any additional comments made would be of a positive nature.

**Acceptable:** A candidate with an acceptable rating will have provided the correct information on the application as to the dates they were employed with the company listed. Additionally the reference they have provided has had frequent interaction with the candidate and can competently remark on their job performance. This candidate would be welcome for rehire, have at least an average performance rating, and any additional comments are of a generally positive nature. If the candidate is not available for rehire, and there is an extenuating circumstance, given an acceptable rating for the rest of the reference check, they may still be in the acceptable category.

**Unacceptable:** An unacceptable rating will be given for any employee who has falsified dates of employment with their previous company. An unacceptable rating may also be given if the candidate has provided a reference that was: not a supervisor, just a co-worker, or someone that does not even work for the company. An unacceptable candidate would not be available for rehire, and their performance rating would be below average. Any comments provided would be of a negative nature.



**Stage Seven-Overall evaluation of applicants' performance on all tests**  
**Evaluation Matrix**

**Sample Evaluation Matrix**

<b>Applicant</b>		<b>Interview</b>	<b>Wonderlic</b>	<b>Reference Check</b>	<b>Finance Test</b>	<b>Work Sample</b>
Jacey		Acceptable	Acceptable	Desirable	Acceptable	Acceptable
Steve		Desirable	Desirable	Acceptable	Acceptable	Desirable
William		Acceptable	Acceptable	Unacceptable	Desirable	Unacceptable
Natasha		Desirable	Acceptable	Desirable	Acceptable	Acceptable
Sarah		Acceptable	Acceptable	Acceptable	Unacceptable	Acceptable

Once all of the applicants have completed each portion of the hiring process, their scores should be posted into a matrix similar to the one above. Initially any applicant with an “unacceptable” rating should be removed from consideration for a job. One provision to this is if you still need to hire more people and each applicant has an “unacceptable” rating for one of the aspects of the hiring process. The applicant with the most “desirable” ratings on the matrix, in this case Steve, would be the first person to be offered a position. If you plan to hire more than one person, you would continue on in this matter, choosing the candidate with the next most “desirable” ratings and so forth. If there comes a point when no more applicants have a desirable rating you would next use the applicant with the most “acceptable” ratings. If there comes a point where every applicant remaining has an “unacceptable” score, you can go one of two ways to continue the hiring process; first you could rule out all of the applicants and start the process over with new people. Alternatively you could take all of the same applicants and start the process over with them, being less critical the second time. It should, however be noted, that by judging the same applicants less critically could result in a bad hire. This occurs because the company is lowering its standards to hire a loan officer. We recommend the first option, removing all of the current applicants from consideration and recruiting new applicants who may be better qualified for the job.

- ***\*Note-Applicants should complete all parts of hiring process before evaluation occurs so as to combat potential multiple hurdle adverse impact lawsuits.***

### Hiring Process Checklist

- 1) Review Job description, KSAO's Performance Matrix and Risk/Fit factors
- 2) Reception and evaluation of application
- 3) Conduct Interview (Conduct work sample exercise)
- 4) Administer both Wonderlic tests
- 5) Administer financial test
- 6) Conduct reference checks on applicants
- 7) Conduct overall evaluation of tests
- 8) Offer of employment/Inform those not hired.

\*\*Remember-The key thing to remember through the whole process is to keep every question you ask or every system you put in place in compliance with the job-relatedness test. (ie-ask yourself, Could I explain how this **(fill in the blank)** part of the hiring process relates to performing the essential functions of this job to a judge or jury of my peers?)

## **Conclusion**

As stated earlier, this analysis is a recommendation to assist THE CREDIT UNION in making the best possible hiring decision for the loan officer position. The overall principle to remember in administering all of these tools is to implement the idea of job-relatedness. In every one of our tools we made sure to assess only the applicant's qualifications specifically related to the content necessary to performing the job effectively and efficiently. As is denoted by the numbering of each section, we recommend that they are administered in the order that they appear in the analysis, but this is not absolutely necessary (changing the order will not have too much of an effect on the process, and will have no significantly negative one, the order presented is simply our suggestion). This, however, is not a system designed to be of the multiple hurdle variety, meaning that one does not have to pass one test in order to take any of the subsequent tests. This is with the exception of the application, which is designed to be a very broad filter. Once the applicant pool has been decided through the applications, every member of that pool will take every test in the system. Once every applicant has finished every test they will be evaluated in the manner put forth in the evaluation matrix section. This being the case you are welcome to conduct each of the tests, with the exception of the application, in any order you desire, but the order we have provided we feel to be most efficient and effective. It should additionally be noted that we recommend Premier Members to continue the use of a background check. Making sure that applicants have a clear criminal history stands to reduce the risk of theft and fraudulent activity resulting in losses to the organization.

One aspect of the hiring process that we did not include is the contact of applicants once the process is complete as to the result. We recommend that all applicants involved be contacted whether they are hired or not, from the application stage on. We did not include this portion of the process because you already have documentation regarding this for the general employment hiring process which could simply be applied here. The call-back procedures that we were provided seem very much in compliance legally and seemed professional and non-threatening from a non-"bridge burning" perspective.

We would again like to thank you for your consent to our conducting this research with your organization and hope it to be of assistance to you.

**We consider applicants for all positions without regard to race, color, religion, sex, national origin, age, marital or veteran status, disability or any other legally protected status.**

**If you are under 18 years of age, can you provide required proof of your eligibility**

Last Name		First Name		Middle Name	
Address Number		Street	City	State	Zip Code
Telephone Number(s)			Social Security Number		
Position Applied For			Date of Application		

**to work?**

Yes  No

**Have you ever filed an application with us before? If yes, give date.**

Yes  No

Date: \_\_\_\_\_

**Have you ever been employed with us before? If yes, give date.**

Yes  No

Date: \_\_\_\_\_

**Are you currently employed?**

Yes  No

**If so, may we contact your present employer?**

Yes  No

**Are you prevented from lawfully becoming employed in this country because of Visa or Immigration Status? (Proof of citizenship or immigration status will be required upon employment)**

Yes  No

**On what date would you be available for work? \_\_\_\_\_**

Are you available to work: Full Time  Part Time  Shift Work   
 Temporary

If part time, hours preferred: \_\_\_\_\_

Are you currently on "lay-off" status and subject to recall?

Yes  No

Have you been convicted of a felony within the last 7 years? (Conviction will not necessarily disqualify an applicant from employment)

Yes  No

If yes, please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Education

	High School	Undergraduate College/University	Graduate/Professional
School Name and Location			
Highest Year Completed			
Diploma/Degree			
Describe Course of Study			
Describe any specialized training, apprenticeship, skills and extra-curricular activities			
Describe any honors you have recieved			
List Professional, trade, business or civic activities and offices held <small>(you may exclude memberships which would reveal sex, race, religion, national origin, age,</small>			

ancestry, disability or other protected status)	
<b>State any additional information you feel may be helpful:</b>	

<b>Office Equipment Used:</b> Typewriter            Yes <input type="checkbox"/> No <input type="checkbox"/> Personal Computer    Yes <input type="checkbox"/> No <input type="checkbox"/> !0 Key Calculator    Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>Online System</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Type</b> _____ <b>Other (please explain)</b> _____ _____
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**Special Skills and Qualifications**

Summarize special job-related skills and qualifications acquired from employment or other experience.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Employment Experience

**Start with present or last job. Include any job-related military service assignments and volunteer activities. You may exclude organizations which indicate race, color, gender, national origin, disability or other protected status.**

Employer		Dates Employed		Work Performance
		From	To	
Address				
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Supervisor	Job Title			
Reason For Leaving				

<b>Employer</b>		<b>Dates Employed</b>		<b>Work Performance</b>
		<b>From</b>	<b>To</b>	
<b>Address</b>				
<b>Telephone Number(s)</b>		<b>Hourly Rate/Salary</b>		
		<b>Starting</b>	<b>Final</b>	
<b>Supervisor</b>	<b>Job Title</b>			
<b>Reason For Leaving</b>				

<b>Employer</b>		<b>Dates Employed</b>		<b>Work Performance</b>
		<b>From</b>	<b>To</b>	
<b>Address</b>				
<b>Telephone Number(s)</b>		<b>Hourly Rate/Salary</b>		
		<b>Starting</b>	<b>Final</b>	
<b>Supervisor</b>	<b>Job Title</b>			
<b>Reason For Leaving</b>				

<b>Reason For Leaving</b> <b>Employer</b>		<b>Dates Employed</b>		<b>Work Performance</b>
		<b>From</b>	<b>To</b>	
<b>Address</b>				
<b>Telephone Number(s)</b>		<b>Hourly Rate/Salary</b>		
		<b>Starting</b>	<b>Final</b>	
<b>Supervisor</b>	<b>Job Title</b>			

**If you need additional space, please continue on a separate sheet of paper.**

**Additional Questions**

5) As an employee of the Premier Member's Federal Credit Union, how will you contribute to the overall culture and environment?

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6) Please briefly describe one or two examples of your experience in customer service jobs and what you learned there.

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7) Name three traits (either knowledge or personality based) that you feel a loan officer must possess.

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8) If you do not have prior experience as a loan officer, have you ever applied for a loan (not including a credit card application process)? If so, please briefly explain your experience from a customer's perspective.

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## **Applicant's Statement**

I certify that answers given herein are true and complete to the best of my knowledge.

I hereby authorize the Credit Union to obtain credit reports and to investigate all statements contained in this application for employment as may be necessary in arriving at an employee decision.

This application for employment shall be considered active for a period of time not to exceed 45 days. Any applicant wishing to be considered for employment beyond this time period should inquire as to whether or not applications are being accepted at that time.

I understand that Premier Members Credit Union ascribes to a policy of fair treatment of all its employees. Additionally, I understand and acknowledge that any employment relationship with this organization is of an "at will" nature. No conduct or statement of any credit union agent or employee, nor the credit union's policy manual, shall be construed by any employee as an express or implied contract modifying the "at will" nature of the employment. Accordingly, I understand that unless I have a written employment contract with the credit union that has been approved by an authorized executive of the organization, my employment with the credit union is terminable at the will of either myself or the credit union, at any time, without notice, cause or any specified disciplinary procedures.

Premier Members Federal Credit Union reserves the right, without notice to employees, to unilaterally modify, add to, suspend, clarify or cancel any of the provisions of its published or unpublished policies and procedures if it is in the best interest of the credit union or its employees as a whole.

In the event of the employment, I understand that false or misleading information given in my application or interview(s) may result in discharge. I understand, also, that I am required to abide by all rules and regulations of the employer.

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Signature of Applicant

Date

**Fair Credit Reporting Act Disclosure & Authorization**  
***Disclosure***

As an applicant for employment for a current employee of Premier Members Federal Credit Union [PMFCU], you are a consumer with rights under the Fair Credit Reporting Act. When any of the following circumstances exists, PMFCU may choose to obtain and use information contained in either a consumer report or an investigative consumer report from a consumer reporting agency about you: [1] when considering your application for employment, [2] when making a decision whether to offer employment, [3] when deciding whether to continue your employment [if you are hired], or [4] when making other employment related decisions directly affecting you.

For explanation purposes, a “consumer reporting agency” is a person or business which for monetary fees, dues, or on a cooperative nonprofit basis, regularly assembles or evaluates consumer credit information or other information on consumers for the purpose of furnishing consumer reports to others, such as PMFCU.

A “consumer report” means any written, oral or other communications of any information by a consumer reporting agency bearing on your credit worthiness, credit standing, credit capacity, character, general reputation, personal characteristics, or mode of living which is used or expected to be used or collected in whole or in part for the purpose of serving as a factor in establishing your eligibility for employment purposes.

An “investigative consumer report” means a consumer report or portion thereof in which information on your character, general reputation, personal characteristics, or mode of living is obtained through personal interviews with your neighbors, friends, or associates reported on or with others with whom you are acquainted or who may have knowledge concerning any such items of information.

In the event an investigative consumer report is prepared, you may request additional disclosures regarding the nature and scope of the investigation requested as well as a written summary of your rights under the Fair Credit Reporting Act.

***Authorization***

By signing below, I, \_\_\_\_\_, hereby voluntarily authorize Premier Members Federal Credit Union [PMFCU] to obtain either a consumer report or an investigative consumer report about me from a consumer reporting agency and to consider this information when making decisions regarding my employment at PMFCU. I understand that I have rights under the Fair Credit Reporting Act, including rights discussed above.

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**Signature of Applicant**

**Date**