Reaching our K-State 2025 Goals: Recruiting and Hiring A Highly Talented Diverse Workforce

Assessing Current Practices

November 2011

Agenda

- Project Overview

- Highlight Results

- Next Steps

- Q and A

K-State 2025 Theme 5: Faculty and Staff

- **Five Year Outcome**: Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time.

- **Activity**: Review, revise and revamp university HR processes and services to facilitate the recruitment, retention and development of a highly qualified, high performing workforce.

Why Recruitment and Hiring First:

- Efficient, effective, timely, fair, and legally-compliant/defensible recruitment and hiring practices are critical to acquiring the workforce envisioned in K-State 2025

- Project focused on hiring of unclassified faculty/staff announced as priority by President and Provost during 2025 roll-out

Why Recruitment and Hiring First:

Response to:

- Questions raised by Spring 2011 search committee training

- Introduction of new steps and best practices

- Concerns raised by Unclassified Professional Task Force, Faculty Senate, the Colleges, and others

Project Objectives:

- Shared understanding of current recruitment/hiring practices for unclassified faculty/staff across stakeholder groups

- Opportunity for participants to share with university leadership:
  - what they like about current practices
  - challenges they face in hiring the workforce envisioned in K-State 2025

- Identify strengths, weaknesses, and possible areas of focus for improvement

What we did: Focus Groups

- 125 K-Staters participated in 11 focus groups during October 2011 – (Appendix A)

- Nominated by College Deans, university Vice Presidents and other campus administrators, and leaders from Faculty Senate, the Black Faculty Staff Association, and Alianza

What we did…Continued

- Broad representation of individuals with experience recruiting/hiring for various positions, including:
    – administrators/hiring officials,
    – college/departmental-level Human Resources (HR) administrative staff,
    – search committee chairs,
    – diversity point people,
    – Affirmative Action and HR staff,
    – recent hires, and
    – representatives of underrepresented populations

- Participants invested/trusted the process, were honest, hopeful voices would be heard by President, Provost, university leadership – reflected in the report

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What we asked: Scope

1. Identify need/receive approval to fill vacancy or new position and method for filling
   - Includes approvals of department heads/directors, Deans, Provost, and/or Vice Presidents

2. Implement unclassified merit search process
   - Requesting vacancy announcement
   - Ensuring accurate position description (unclassified professionals)
   - Establishing search committee
   - Creating recruitment plan
   - Announcing vacancy/implementing recruitment plan
   - Receiving applications
   - Screening applicants, including initial screening and interviews
   - Recommending finalists
   - Final selection, including making and finalizing offer acceptance by selectee, and completing contract

3. Bringing on board

What we asked: Three Questions

1. Related to the recruitment and hiring of unclassified staff, what works well? (In other words, if changes are made to recruitment and hiring, what should be left alone?)

2. What could be improved related to the recruitment and hiring of unclassified staff at K-State? (In other words, what is getting in the way of hiring the talented and high performing diverse staff that we need?)

3. If you could make three changes to recruitment and hiring at K-State, what would they be? (Rank each change in order of priority.)

What's in the Report:

- Data across focus groups by area of focus (Section III)
  - What works well, needs improved, and priorities (unranked)

- Data by Individual Focus Group (Section IV)
  - What works well, needs improved, and individually ranked priorities

Highlights of Results: Priorities by Focus Area

Focus Area	Number of priority recommendations
Automation of Processes	34
Communications and Training	20
Culture and Philosophy	8
Diversity/Diversity Awareness	5
Dual Careers	8
Policy and Compliance • General (9) • Flexibility – One Size Doesn't Fit All (13)	22
Position Determination/Position Description	6
Processes – Unclassified Search • General (17) • Streamlining (50) • Application (6) • Self-Identification and Certification of Pool (8) • Screening (11) • Interviews (4) • Search Committee (18) • Ranking/Profiles of Excellence (4)	118
Resources	33
Recruitment	21
Roles and Responsibilities • General (12) • Office of Affirmative Action (21) • Office of Affirmative Action/Division of Human Resources (20) • Diversity Point Persons (5) • Colleges, Departments, and Office of the Provost (15)	73
Selection and Bringing On Board • General (16) • Initial Contracts (2)	18

Highlights of Results

- *Streamline, Simplify, Automate* (redundant forms; too many unnecessary steps, too much time, too many people in the approval chain)

- *Clarify and communicate roles, responsibilities, procedures, practices at every level*

- *It goes beyond traditional hiring processes:* policy setting, decision making, dual career, position determination, resources, need to improve recruitment, truth in advertising, compensation for moving expenses, start-up packages, and/or health benefits for new hires

- *Overarching consensus* that there is an <u>urgency</u> to bring change to how we recruit and hire

What we learned…

- Issues of trust on all levels-lack of shared perspectives
  - Exacerbated by implementing new steps without consultation with stakeholders

- Flexibility for hiring different types of positions
  - specific hiring mechanisms for different jobs, i.e., post-docs

What we learned…

- Everyone does it a little bit different
- Inconsistent communication/confusion and different interpretation of "rules", whether they exist or not
  - Can vary among AA, HR, DPPs, and College Administrators
  - Examples: transcripts, US Citizenship, hiring our own grads, interviewing at professional meetings

What we learned…

- Very distributed support structure, AA, HR, administrative staff (with and without HR expertise) reporting in different structures

- Hiring managers and their staff caught in the middle

- Nomenclature/language; e.g. the definition of *diversity*

- Competitive hiring process vs. affirmative action hiring process

Next Steps:

- Briefing/Review by Deans Council, Cabinet, Faculty Senate Leadership Group   (December 2011)

- January 2012 Letter from President releasing report to campus with initial next steps

Critical "Take Away" for Success

- Requires range of actions - quick wins, short-term solutions, systemic fixes

- Global issue – everyone has to own it

Questions and Comments