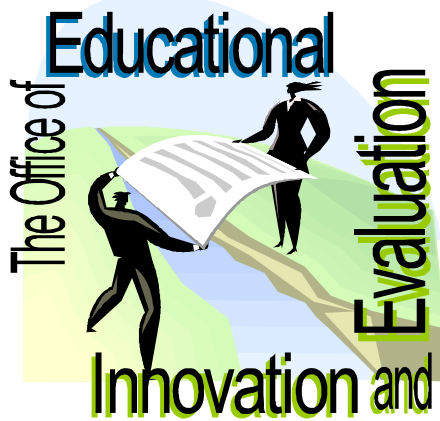


Report on Hiring Process Assessment Focus Groups



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I. Introduction

Kansas State University (K-State) must continue to build a highly talented, diverse workforce to deliver our teaching, research, and service mission and achieve our vision to become a Top 50 Public Research University by 2025. Efficient, effective, timely, fair, and legally-compliant and defensible recruitment and hiring processes and procedures are critical to acquiring the workforce envisioned in K-State 2025. Given questions raised by recent search committee training, the introduction of new steps and best practices, and concerns raised by Unclassified Professional Task Force, Faculty Senate, the Colleges, and others, President Schulz and Provost Mason determined that an assessment of our recruitment and hiring practices for unclassified staff was a priority for Fall 2011.

In August 2011, the Provost and Senior Vice President contracted with the Office of Educational Innovation and Evaluation (OEIE) to undertake a data collection effort utilizing targeted focus groups to document what works well and what needs to be improved related to the recruitment and hiring of unclassified staff. Jan Middendorf, OEIE Director, and Lynn Carlin, Special Assistant to the Provost, served as project coordinators.

This project was specifically designed to:

- contribute to a shared understanding of current recruitment and hiring practices for unclassified staff across stakeholder groups,
- provide participants with an opportunity to share with university leadership their thoughts about what they like about these practices and the challenges they face in hiring the highly talented, diverse workforce envisioned in K-State 2025, and
- gather information as a basis for assessing the current situation and identifying strengths, weaknesses, and possible areas of focus for improvement.

The information collected through the focus groups has been compiled in this report to be shared with university leadership as they consider next steps to improve our recruitment and hiring processes to attract a highly talented, diverse workforce.

II. Focus Group Process and Methodology

During September 2011, College Deans, university Vice Presidents, other campus administrators, and leaders from Faculty Senate, the Black Faculty Staff Association, and Alianza were asked to identify possible focus group participants with experience hiring unclassified staff in various types of positions, including administrators/hiring officials, college/departmental-level Human Resources (HR) administrative staff, and search committee chairs as well as Affirmative Action and HR staff, recent hires, and representatives of underrepresented populations. Individuals across our campuses, including administrators, faculty, and staff, were invited to participate in focus groups targeted to various stakeholders. Efforts were made to accommodate schedules to maximize participation, including allowing participants to join groups in which they were not initially designated to participate where appropriate.

A total of 125 individuals participated in 11 focus groups during October 2011. The targeted focus groups and number of participants are listed below in chronological order by date of meeting. An alphabetical list of all focus group participants is included in Appendix A. The representation of participants was inclusive of every academic college and major administrative unit at K-State.

<i>Focus Group</i>	<i>Meeting Date</i>	<i>Participants</i>
1. College of Arts and Sciences	October 3	13
2. Office of Affirmative Action, Division of Human Resources	October 4	8
3. Colleges of Education, Human Ecology, Engineering, and Business Administration	October 4	12
4. College of Agriculture and Research and Extension	October 6	8
5. Information Technology Services, K-State Libraries, Division of Continuing Education, and Graduate School	October 10	15
6. Administration and Finance, Office of Student Life, Division of Communications and Marketing, and Offices of the President and Provost	October 11	12
7. Diversity Point People	October 11	6
8. Colleges of Architecture, Planning, and Design and Veterinary Medicine, K-State Salina, K-State Olathe, and Vice President for Research	October 12	15
9. Faculty Senate	October 13	9
10. Recent Hires	October 14	15
11. Underrepresented Populations	October 27	12
<i>Total Participants</i>		125

The focus groups were each scheduled for two hours. Throughout the focus groups, all ideas, suggestions, and recommendations were documented verbatim without attribution to specific individuals and are included in this report. Participants were encouraged to question each other about ideas and suggestions presented during the discussion for clarification and understanding. They were also informed that the notes from these sessions would not be shared on a publicly available website given the sensitivity of human resource related concerns and that the President and Provost would determine the internal distribution of the report.

Focus groups were asked to address the recruitment and hiring of unclassified staff (both faculty and unclassified professionals) from the time a need for a position is identified in a unit through the various stages of the competitive merit hiring process to initial appointment and bringing on board. For a reference point, participants were provided a high-level outline of the various phases, which is included as Appendix B.

The following three questions framed the discussion for all the focus groups.

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.)

Participants documented their responses to the first two questions on post-it notes, then were asked to work together as a team to group similar or related notes together and assign a “cluster” title. Following that exercise, participants were asked to individually respond to the third question, ranking their top priorities for improvement. Results of the focus groups have been compiled in Sections III and IV. Section III includes the compiled notes of ALL focus groups. Section IV includes the notes organized by the individual focus groups and their assigned cluster titles.

III. Compilation of Notes Across All Focus Groups

Section III includes the compiled notes of ALL focus groups organized by areas of focus, then by what “works well”, “needs improvement”, and “priorities”. The areas of focus were derived from the list of the cluster titles assigned by the focus groups. In addition, the table below provides a snapshot of the areas of focus and the number of times priorities were identified for each area by individual participants. All 125 participants were asked to list their top three priorities for changes in recruitment and hiring of unclassified staff at K-State.

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 <ul style="list-style-type: none"> • General (9) • Flexibility – One Size Doesn’t Fit All (13) 	22
Position Determination/Position Description	6
Processes – Unclassified Search <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • General (16) • Initial Contracts (2) 	18

Automation of Processes

Works Well

- Online access to Appendices
- Using K-State Online helps the committee
- Online application system to submit materials

Needs Improvement

- Need to use electronic system and auto workflow to support processes
- Needs to be electronic!
- Need centralized online application system that is personal and responsive for recruitment
- Automate the flow
- Tools – screening can be labor intensive, electronic tools to assist
- We need online recruitment processes!
- Process is not electronic

Priorities

- Implement electronic systems to automate, support, and improve efficiency of recruitment and onboarding processes.
- Implement an electronic hiring system.
- Automate the hiring process. Get rid of as much paper as possible, have electronic signatures, etc. This would eliminate errors and incomplete data
- Automated recruitment process with centralized oversight/compliance/guidance
- Automating the hiring process - Affirmative Action should be involved in the this process and still be the office that oversees the hiring process
- E-recruit implemented. It is my understanding we have invested the funds and have the technology - why aren't we using it?
- Utilize electronic systems to flow data from applicant to candidate to hire. Capture FLSA in data as well as title assignment, job code, type of appointment, etc., to reduce errors. Capture applicant data to ease onboarding.
- Make all forms available online and maintain online.
- Reduce paperwork or automate it electronically
- Make the process electronic
- Revise AA forms to be simple, user friendly, less repetitive and electronic
- Automate process
- Streamline AA approvals via an online submission system for rapid response
- Automate processes (eRecruit)
- Automate recruitment and hiring
- Automate where appropriate
- Automate processes to improve efficiency - reduce time for processes (use of KSOL)
- Use technology to assist in gathering information and streamline the approval processes
- Develop electronic tools and workflow that can be done online for form submission/approval, screening worksheets, checklist, interview/references questions, etc.
- Put the hiring procedures online in modules to help in training

- Develop an online training tutorial that is tied to an expanded version of the step-by-step process description
- More training (online preferable) about why the search process is so critical.
- Create an online application system to help capture required AA information so search committees can focus on candidate search and selection
- Develop online recruitment/hiring process
- Have an online process and electronic signatures allowed
- Online hiring process would help; do away with so many approval requirements. Example: Approval from Provost or approval from AA after almost each step.
- Develop an online submission and approval process
- Make the approval process electronic to reduce delays and provide timely communications to all involved.
- We need an online recruitment system that combines the forms not just replicates them – we have a lot of redundancy on the forms.
- Put as much meat of the processing online as possible
- Develop an online training tutorial that is tied to an expanded version of the step-by-step process description
- Implement a comprehensive online recruitment process - similar to other major universities
- Make the entire process electronic: this would allow for more timely searches: Approval-signoff-interviewing-hiring.
- Increase efficiency and agility of process by using electronic workflows and approvals.

Communication and Training

Works Well

- Ability to get Approvals thru email (writing)
- Communication with our Affirmative Action Designate
- The communication for approvals for hiring and for Appendices 8, 9, 10, 11, and 12 between A&S department and A&S Diversity Point Person, and A&S Dean
- Email seems to work to get communication started; not much else working well
- Feedback from Affirmative Action on “best practices” for ensuring diverse hires/pools
- If you have a question and know who to call, you can get the answer
- Written steps are wonderful (steps in writing)
- Direct answers to questions from potential candidates
- The checklist outlining process, for the most part. The idea is good.
- OAA written checklist for the hiring process – have instructions available on web.
- HR’s checklist with step-by-step instructions (it ensures consistency and reduces mistakes)
- Steps of recruitment being in place by Affirmative Action (useful as a checklist)
- Training for search committee members
- Sessions to help search committee members understand their role; assistance from dean’s office on timing of filling out forms, etc.

Needs Improvement

- Communication at all levels of process between Budget/HR, HR/OAA, OAA and everyone
- Communication – with candidates from beginning to end; closure – search over notification
- Miscommunication on who gets to vote (tenure vs. non-tenure)
- Better understanding of ground rules for hiring unclassified staff as opposed to faculty hires.
- Between internal and external applicants you get different answers depending on who you ask
- “New” procedures are not widely known or understood
- Inconsistent communication regarding process – depends on who you talk to
- Inconsistent info and practices
- Consistent message on and off campus searches (Manhattan campus vs. research centers)
- Need consistent message on and off campus
- Communication regarding process – the 265 step process
- Focus on communication only with administrative assistant. Not best person.
- Understanding the process – Federal law/best practices
- Department heads’ understanding of importance of process
- Processor understanding roles: responsibilities of each individual in the process
- The checklist needs to be re-written so that it’s more concise for its users. Lots of words, but still vague. Possibly a better link to checklist and website resources.
- Checklist and website don’t link up well
- Checklist of process is helpful but needs to be expanded – can there be an online tutorial?
- Need online training I can follow
- No effort to build “expertise” or knowledge base that makes us more efficient
- Search teams need to be trained on legal issues and best practices
- Search committees need better training
- Search committee members forget the process because search is infrequent
- More training on profiles of excellence
- Train search committee chairs and give them a “point person” for all questions
- More training is needed for all search committee members
- Lack of knowledge about process from some search committee chairs
- Every search chair needs extensive training
- Administrative assistants who collect paperwork need more training (many haven’t been trained)
- Training and communication needs to be more accessible to all (online as an option)
- Specialized training for existing staff (roles/responsibilities, communication)
- Need more frequent communication and training regarding university search process; explain the how and why
- Training did not get across the purpose of many processes

Priorities

- Encourage clear communication
- Communication is an obvious weakness of OAA and HR. Building a hiring team whose background lies in communication, recruitment could help the process, as we need a diplomatic voice training the university on policies and walking us through the process so that there are no possibilities of miscommunication and frustration.
- Make sure OAA and HR are working with same rules and communicate the same responses
- Affirmative Action and HR websites should have consistent information (consistent with each other)
- More clear/concise procedures and instructions
- Create one page checklist focused on critical steps. Important but less critical take off list
- Work on the checklist!
- Consistent messages from AA and central administration - differing levels of knowledge and how to prepare for change
- Recognize that some departments and units are doing things right, and focus “training” and “help” of departments that need it.
- Increased guidance for university staff regarding recruitment, interviewing, selection, and retaining employees
- Mandatory meetings and search committees prior to beginning any search. This gives the opportunity to be proactive (training) and answer any questions rather than to fix problems.
- Train search committee chairs well, possibly through online module, and give them a personal point of contact to answer questions or direct them to the appropriate person who can answer their questions.
- Provide better training for search committees and staff assisting in the process and also communicate changes in the process to everyone involved (e.g., department heads, business managers).
- Faculty/search committee understanding search process
- Require in person training every two years of every search committee member, department heads, managers, and deans.
- Enhance training on diversity and other recruitment priorities - target units that statistics show need training!
- Better training for personnel who will actually be conducting searches and overseeing search process
- Have Provost/HR/OAA/General Counsel jointly offer Q and A sessions every six months to explain/tweak the process
- Training on “latent biases” and “cognitive errors” for all faculty and staff
- Give units the search committee training in a way that allows each to tailor strategies that work for the specific unit while meeting the objectives of recruiting a diverse and qualified workforce.

Culture and Philosophy

Works Well

- Level of commitment and intention of the process is good (fairness)
- Makes sure that we do treat the candidates equally
- Willingness to examine and fix process

Needs Improvement

- Being concerned about candidates has usurped the needs of the program
- System puts candidates before program needs
- We are told these are best practices, but without clarifying. Best to do what? Best according to whom?
- Trust in unit HR personnel to know the environment and best practices
- No one wants good old boy network hiring or a white male faculty or bad hires, but the process treats us as if that's what we'd do unless we follow the new process
- Faculty perceive an adversarial relationship between Office of Affirmative Action and Office of Diversity, who don't seem to trust our real commitment to diversity
- Confusion about KSU "rules" about hiring our own grads – can we?
- Bias in favor of internal (K-State) candidates

Priorities

- Trust the hiring units more
- Make compliance the filter, not the focus
- Change the boys culture of some (my) departments.
- Developing on overall commitment and central administration preparing for change
- Make efforts to increase the cultural competency of our existing faculty as a means to improve climate of our units and departments in relation to diverse applicants (via systemic, consistent professional development over time to shift the long-standing closed mindedness of the good ol' boy network). Climate can make or break a hire.
- Do not allow inbreeding for any national search unless applicant has left university for a period of time - yet targeted hires and internal searches can be used in these cases.
- Greater consideration given to hiring those who are products of K-State (when highly qualified candidates are present).
- Consider our own highly qualified diverse candidates who know and understand the culture and nature of our students and community.

Diversity/Diversity Awareness

Needs Improvement

- Diversity awareness among university staff (generational differences, cultural differences, age, gender)
- Lack of faculty-level understanding of the need to diversify staff and administrators as one way to prepare the university for its future
- Under-represented minorities vs. international
- Domestic vs. international diversity?
- Despite efforts of OAA, we don't get diverse pools and diversity hiring is not where it should be
- Community – lack of critical mass of diverse populations

- Manhattan, Kansas: Services, etc., for diverse populations
- Diversity = Excellence; cognitive errors
- Cognitive errors (faculty) leads to desire by some for inbreeding – resistance
- Definition of diversity
- Need to broaden understanding of diversity (beyond race/gender) (example: Palestinian counted as white, hence not diverse)
- Retention/professional development for minorities
- Retaining the diverse human capital we succeed in hiring

Priorities

- Diversity Awareness Initiatives focused on race, gender, age, and disabilities for hiring and retaining university workforce.
- Apply common sense when enforcing diversity requirements. (This is Kansas, not exactly the diversity “melting pot” of the nation).
- Judgments on gender and ethnicity based on the name of an applicant does not promote diversity. Also diversity is so much more than ethnicity and skin color - we should have a process that truly promotes diversity. This requires a change in philosophy!
- Mandate hiring of enough diverse faculty (female, minority, gay).
- Know what is meant when using the term “diverse” – make sure everyone is using the same definitions – often the term is defined narrowly.

Dual Careers

Needs Improvement

- Opportunities for spouses
- We have dual career rhetoric
- Not able to offer a dual career option for talented candidates
- Faculty is second class to administration in dual careers
- Addressing dual-career needs of candidate and spouse
- Clear guidelines on spousal hire or dual careers
- Don't have pool of funds for dual career candidates
- Spouse co-recruitment
- Help with finding position for spouse
- Concentrated efforts to ensure dual career is insured as promised
- In making and finalizing offer, meeting the candidate's needs – funding and two-body problems (Dual Career)
- Federal rules getting in the way of dual career accommodations

Priorities

- Give dual spouse career issues more resources so that we can have the flexibility to bring top hires here and keep them here.
- More commitment to spousal accommodation so that candidates can have some concrete idea of what will be available for spouse or partner.
- Clear guidelines and fair dual career opportunities
- Need a functional dual career/spousal hiring office, system, funding support.
- I would abolish the dual career office.
- Better recruitment of partner/spouse.
- More spousal hire support.

- Dual career opportunities so that families can stay in the community and offer funding for all persons more equitable.

International Hires

Needs Improvement

- International hires need to be done early or they can't be in US before fall term starts
- Problems with green card processing
- H1B work visa application process, costs, determination, and time
- No ability to determine if candidate is eligible to work in U.S. until position is offered

Policy and Compliance

General

Works Well

- Oversight to ensure that selection based on job related criteria (move to compliance)

Needs Improvement

- Policy change disguised as "training"
- Greater "stakeholder" input before major process changes (but focus groups are a great idea!)
- Try to define what is best for department in regards to policies and procedures – who has the real say?
- Need input from the implementers when making policy/procedure changes
- Preparing for change (Spring 2011)
- New system imposed by fiat; not through faculty leadership or unclassified Senate
- Need consistent following of university process – no need for departments to reinvent the wheel and departments shouldn't have their own process
- Not understanding that the university needs to be compliant
- There seems to be wide flouting of claims to transparency (e.g., public advertising of openings, formation of search committee), etc. (I don't mean to disallow targeted hires, which should continue.) However, this process should be followed even by unclassified professionals.
- If we're required to follow this process, administration (Anderson Hall) should follow it as well
- Affirmative Action procedures are sometimes flouted in order to promote from within
- Process and procedures don't seem to apply to all hiring decisions across the board – exceptions
- Targeted Hires (without a search)
- Not being consistent – for example, asking for waivers (bypassing OAA)
- Waivers are sometimes important and necessary – difficult to get one with logical justification
- Targeted hires may leave faculty out of decision
- Avoid targeted hiring process/practices for tenure track positions
- Lack of a directed hire process
- Too many waiver requests
- No easy way to promote people within without the merit process for unclassified professionals

- Need mechanism for stability for advancement in promotable sequence, e.g., non-tenure teacher promotion

Priorities

- Everyone has to be compliant
- Ensure we are all consistent and fair
- All open positions are recruited for giving EOE to all qualified applicants except when exigency exists (i.e., late/unforeseen resignation and classes are in session)
- Have all levels of the University follow the same procedures from an administrative assistant to a VP/Administrator.
- Require that AA work through process/rule changes with representative group BEFORE changes are implemented.
- Form an AA advisory board of constituencies from all affected areas. Get input from Senate.
- Streamline paperwork and approval process with consultation of appropriate individuals BEFORE, NOT AFTER, process development.
- Clarity about what is legal requirement, what is “best practices,” and the responsibilities of departments compared to the responsibilities of the institution.
- Establish consistent policy/procedure for hiring process and search committees

Flexibility-One Size Doesn't Fit All

Works Well

- Interim hires (shortened process – internal search)
- System allowed for diverse approaches

Needs Improvement

- Lack of variation for types of applicants (positions – adjunct, post-doc, unclassified professionals)
- “One size fits all” mentality does not work
- Process for faculty and unclassified professionals should not be the same
- Search committee for post-docs should only be PI
- Post-docs and term positions should not go through the same, whole HR process
- Process cannot be identical for tenure vs. non-tenure, adjunct, post-doc, unclassified
- Process needs to accommodate unique market mechanisms - issue of one-size fits all process does not work
- Need to balance rules and fairness with flexibility of process – 26 steps can be too rigid
- Unclassified staff are different from faculty – but process treats them same
- Standard “process” for all
- Hard to individualize processes for different types of positions
- Differences in level of position recruiting for should be recognized, e.g., steps to recruit dean position is different than those for a computing position
- Cognitive biases and narrow definitions of excellence; too frequent adherence to a “one size fits all” approach
- One-size hiring procedures (25 step plan) does not fit all units, nor all jobs
- System is not as flexible as it used to be
- Flexibility to respond wisely to the pool – midcourse corrections, push pause, reframe, adjust funds

- We are not consistent when filling positions with internal candidates – sometimes we search, sometimes we “reorganize” – all departments need flexibility

Priorities

- There should be better institutional memory of which departments are running appropriate searches. Some departments are thoughtful and careful and they should be recognized as not needing to be looked at during every step. Some flexibility for unusual or different types of hires should be allowed.
- Flexibility in processes for different positions (post-doc vs. tenure track vs. other regular appointments, etc.).
- Written guidelines that do not vary from search to search but should be streamlined for the non-tenure, term positions. It is okay to have two sets of hiring practices as long as both meet all guidelines.
- Consider variations in types of appointments and create recruitment search process tailored to post-doc/tenure track positions.
- Hiring: Let the PI's hire their post-docs
- Customize hiring procedures. The new 25-step procedure can't work for all unclassified searches – far too cumbersome and time consuming and may also erode campus confidence in hiring process. Units that have poor records in diversity hiring may need extra attention, but units with good records will resent meddling via cumbersome requirements.
- Provide parameters but also allow flexibility within the hiring process. (Reduce rigidity!)
- Allow for one size does NOT fill all in the hiring process without requiring onerous justification - a letter should be enough.
- Different processes for different types of hires.
- Implement a directed hire process for qualified diversity candidates and/or exceptionally qualified senior candidates.
- Allow for variety of approaches by discipline/department, instead of mandating single process.
- Establish a system that enhances the 65 different departments' uniqueness and allows each to flourish within the context of field.
- Internal hires would be used to promote from within without an open (even internal) search following Affirmative Action procedures.

Position Determination/Description

Works Well

- Identifying need
- Identification of FLSA status prior to recruitment
- Have to carefully think about who, what, why, funding, etc., as the very first step.
- Identify need/receive approval to fill vacancy
- Position descriptions when well written
- Identifying job tasks, knowledge, skills, and abilities (position description) prior to recruitment – tying it to recruitment plan – when it is done right.
- Position descriptions required for unclassified position
- Job description/announcement created at ground level
- Having a clearly defined job description
- Writing a position description before beginning recruitment

- Ensuring accurate position description
- Requiring detailed job descriptions
- Language of Position Description (willingness to change to broaden the pool)

Needs Improvement

- Negotiating power at beginning of process for position rank
- Difficult to hire at Associate Professor level even if better for program or department
- Difficulty in dual position listing, i.e., staff or faculty
- Flexibility in job title
- Position Determination
- Defining which positions are unclassified – for example, if you don't have a degree you can be unclassified
- Lack of equity across departments for the same type of position
- Lack of ability to address “lack of equity” for same positions and unwillingness
- Position approval process
- Approval of job description
- Accurate position descriptions
- Where is the expertise to define position and skill sets
- Position description not already in place – the position description should already be in place and approved by AA and HR
- Good job announcement – inability to let this document guide process
- Accurate listing of duties
- Position description did not provide the needed info

Priorities

- Ensure fair and accurate position descriptions realizing that persons of color and publications are ranked in less than 8% of the 11% doctoral candidates. That a person of color may need the additional mentorship to obtain the publication status that is afforded their counterparts (talking about homegrown opportunities).
- Get the best from minority groups by maintaining high standards. I strongly reject the idea of lowering standards to get the best from minority groups.
- To be able to hire at the senior level.
- Allow departments to hire at any rank (Assistant, Associate, Professor) based on the need of the department.
- More flexibility in choosing job titles.
- Establish a formal unclassified staff classification and compensation process to expedite beginning phase of recruitment and salary equity.

Processes

General

Works Well

- Most things are fine
- Search authorization mechanism
- Hiring process paperwork (at beginning - not appendices)
- The process of requesting permission to recruit to fill after Per. 23 approval
- Availability of contact info/point person
- Overall process, i.e., process outline – Position Description to Hire

- Some of the questions on the forms are instructive and help ensure broad thinking, e.g., outlets for announcing position
- Actual interview and appointment process work adequately
- Student exposure/involvement
- Friendly K-Staters
- My department is hiring high quality colleagues
- Community search or “open search” was another great feature

Needs Improvement

- Pointless Rules
- “Contact rules” before official interviews
- Search process needs to be a joint decision for faculty tenured here but appointed/located elsewhere
- Assess process with metrics
- Lack of ability to maintain an applicant pool across searches
- Previous 2010 system worked better than the current system
- Insistence of quantitative justification of qualifications
- More participation by current staff might have given them more sense of ownership in the search

Priorities

- Evaluate units (College, Department, and Affirmative Action) by this metric - time from position approval to signed letter of offer. Include the metric in unit evaluation.
- Identify institutional goals (e.g., Vision 2025, excellent faculty and staff), sketch guidelines and steps needed to ensure compliance w/goals, and let units meet goals through recruitment and hiring
- Modernized infrastructure (updated)
- Redefine the process with the goal of hiring the best candidate for each position with consideration/provisions for hires that may not fit a standard HR/AA process. All include automate, simplify, and shorten
- Implement new “rational” process - fewer steps, flexible policy, “help when/where needed” customer service model
- Entire process or hiring not to be so lengthy – must have better relationship for all to achieve
- Sharing of applicants from other K-State searches – Advertising?
- Allow central pool of applicants
- I would like to see a pre-approval and training for a hiring process for a department/office so when in the actual hiring process speed was not an issue.
- Making the process easy, transparent, and open
- Return to pre-2010 system and eliminate 25-step checklist, which is artificial and much too devolving and complicated.
- Smoother process from start to finish with clear guidelines to follow, forms that make sense, and only necessary approvals needed.
- Find ways to build a process that, by the structure itself, ensures compliance with the applicable regulations, i.e., ethnicity and gender considerations vs. making these separate processes.
- Eliminate entire “new” process and build one based on consultation, transparency, and trust.

- I would get rid of the classified application form. I would get rid of the grading matrix for classified positions. Make last day to apply Monday not Thursday.
- Simplify the process (steps) with Affirmative Action without diluting it - maintain standards and rigor but expedite - including putting application process online.
- Step by step procedure for hiring broken out for faculty and unclassified professionals included are forms that are logically ordered.

Streamlining

Works Well

- Appendices 8, 9, and 10
- Speed (ignoring unnecessary delays if possible)
- Time of process (from application to offer)

Needs Improvement

- Appendix 12 in the new 26-step process: confusion about number of times signatures needed for each sub-section of Appendix 12, for instance – leads to delay and confusion
- There are too many steps; we can still comply with federal guidelines with streamlining the process: examples: Appendices 8 and 9 (redundancy), Appendix 12 (3 times), Appendix 11 is the last form (out of sequence)
- Appendices should reflect the process
- Paperwork, delays, and administrative burdens
- Appendix 12 – having to go back and forth between OAA and departments
- Modify 25 steps
- Repetitive paperwork – make appendices sequential
- Forms are confusing/repetitive; example: Why is first form #8?
- Order of documents submitted is totally illogical
- Eliminate repetition on paperwork (appendices)
- AA forms must be redesigned – remove redundant information; make them more flexible in format
- Fix appendices!
- Appendix 8,9,10,11,12 – length of process – staff
- Don't need a longer more complex document process
- Appendix 8, 9, and 10 conflict with "Steps"
- Following all 26 steps – waiting for approval to hire someone
- Distinguish between what is required and what steps can be changed
- Step system is artificial and dictatorial
- Having so many steps in the process
- Needing approval before going onto the next step
- Streamline the overall process; maybe reduce number of steps without sacrificing quality
- Appendix 10
- Redundancy of Info on Appendix 8 and 9 – specialization or area of emphasis
- Some forms are partially completed early in the process and then finished later
- Appendix 12 coming before App 11
- Combine forms
- The numbers of the appendices – approval of 12 prior to completing the Appendix 11
- Appendix 12 – too many times to be turned in and reviewed
- Fewer steps overall – faster process is needed
- Needs to be faster!

- Need faster turnaround on approvals throughout process
- Multiple repetitive steps causes delays.
- Process takes too long
- Searches take too long
- Speed of process particularly damaging to recruiting diverse candidates
- Length of process from start to finish
- Length of time it takes to get approval back
- Streamline approval/signature process, including e-transmittal of forms; approval process slows the system down, at all stages
- Unnecessary steps add time and cost
- Too many approval steps, too much back and forth
- Streamline process – “first come first serve” is not happening
- Affirmative Action’s multiple steps in the process slows things down
- Too many approvals required from OAA
- Speed – seems like every step requires some kind of confirmation or check or approval before can move ahead
- Too many steps in the process
- Need to shorten lengthy process – lots of paperwork to justify at various steps
- Length of process
- Length of the whole search process too long – losing good candidates to other entities
- Process takes too long, lose good candidates
- Cumbersome – too many checks/balances – justify, justify, justify
- Too much time between steps
- Process takes too long, lose good candidates
- Sloooow approval response up the chain
- Reviews of paperwork take too long (time from submission to approval drawn out)
- Takes time!
- It takes hours of staff time to complete the process and paperwork
- Time it takes to get positions filled
- The time spent sending the recruitment, interview, and selection document back and forth through the mail is not time effective
- Speed of approvals
- Speed – good hires get snatched up, others give up
- Learning curve – differences in units’ processes – complication of process – time spent developing each piece of process
- Need to simplify – too many steps – checklist; focus on most important ones
- Too much duplication – forms must be sent back and forth to OAA repeatedly
- Redundant approvals – why continue to get approvals once the interview pool is okayed?
- Time (takes too long)
- Time delays (waiting for approvals to screen applications to extend offers, etc.)
- Length of time
- The agility of the process by eliminating excessive paperwork
- The time recruitment takes usually up to 3-5 months
- Time concerns in whole process
- Too cumbersome, too many meetings (email not permitted, etc.)
- Lag in response time due to too many people in the approval chain

- The time factor makes hiring difficult in a timely manner. So many steps delay the entire process
- Slowness in approval process to begin recruitment
- Streamlining process will make it better for committee and candidates
- Delays in approvals due to lack of staff with approval authority in AA
- Things seem to get “stuck” in Affirmative Action – slowing down process
- Need to improve timeliness and clarity of interaction with the Affirmative Action office (required/optional language, standard for certifying pool)
- Length of hiring process causes loss of good candidates
- Process is not timely
- Speed of process

Priorities

- Simplify the process by making sure hiring responds to needs (departmental).
- Streamlined process - OAA process needs to be worked on. PLEASE trust us to make good decisions
- Streamline current 26-step Affirmative Action process to 12-step A&S suggested process which maintains legality while minimizing problems with repeated paperwork approvals for a large college.
- Streamline a process that is too long and has too many steps to one that is easier to understand and easier to oversee.
- Appendix 12 - the number of times it goes back and forth. The pool still needs to be certified and approval still needs to be given for interviews and offers.
- Make the process faster by changing/editing forms. Feel some candidates are moving on to other positions (more staff) before process complete.
- Simplify the process - fewer steps
- Simplify the process and remove repetition
- Remove duplication from appendices.
- Remove “Steps” document - attempt to shorten the process
- Elimination of three steps (Appendices (8,9,10), (12), and (11)) of 25 step process back to where it used to be
- Streamline Affirmative Action forms
- Condense/reduce number of recruitment forms. The same information is currently requested on multiple forms and provides too much opportunity for error and inconsistency.
- Flexibility to offer if the pool has been approved, without completing the remarks 12 prior to offer. Would still complete the 12 and 11 to generate contract. (Quick turnaround)
- Separate the Appendix 12 into separate sections with department signature only on the initial section. AA sends email configuration and approval.
- Reduce the number of steps to 5
- Combine forms - Appendices 8 and 9 (renumber forms sequentially, i.e., make Appendix 12 last form)
- Reduce steps within the process to streamline rather than dictate the process
- Review the checklist and include only “necessary” steps
- Reduce the number of forms - combine them – Forms now contain duplicate information
- Streamline the process! Combine some of the appendices into one; Example: 8, 9, and 10.
- Appendix 12 turned in once

- Eliminate App 12 number of approval times.
- Combine 8, 9, and 10 and submit a final selection for 12 once to generate 11. Make this process more streamlined
- Combine some steps of the process or eliminate them
- Evaluate the myriad of steps to determine those steps that are just bureaucratic in nature vs. what is absolutely necessary to demonstrate due diligence.
- Streamline the completion of the appendices. It seems there's some duplication in Appendix 8 or 9 with Appendix 12.
- Eliminate having to complete Part 1 of Appendix 12 and send it to Office of Affirmative Action, then wait [for] approval and get the form back to complete Part 2 of Appendix 12.
- Stop making the process so complicated. Keep the process simple. I worry that all this input will complicate, not simplify, the process.
- Reduce number of approvals. Use emails or electronic document to gain approval to fill position. AA should approve/certify pool and approve/certify interviews and then be done. If a candidate is okay to interview, they should be okay to hire.
- Streamline process from time committee formed to candidate arrival on campus - are all steps really necessary to have a third party review?
- Streamline overall process
- Streamline the process to shorten the search
- Evaluate complete process - then streamline, remove duplication and ineffective process, determine "real" requirements as opposed to self-imposed requirements
- Reduce number of required signatures
- Simplify the entire process.
- Streamline to speed up process
- Attempt as much as possible to streamline the process to make it easier on the search committee and in particular the search chair
- Make evaluative and hiring process as simple and flexible as possible so the faculty involved on search committees will be willing to participate.
- Improve the efficiency of the process by streamlining.
- Interaction between Affirmative Action office and committee be streamlined to ensure timeline of procedure.
- Reduce the number of administrative steps where the college needs HR approval to move ahead (too many redundant steps, slows process too much, lose candidates)
- Reduce the steps and number of approvals/eligibility checks that need to be completed to interview/select and hire a candidate. The process takes too long and we will lose quality candidates by forcing them to choose some other offer because we are slow to act.
- The timeline from position announcement to offer, and how timeline is communicated to the candidate
- Increase the speed at which decisions are made from advertising to starting work
- Reduce number of approvals needed by Affirmative Action and repeated approval of the same form. Reduce number of steps. Why does AA ask me if I want to go ahead with the interviews when my pool isn't "representative" that's not conducive to "best hire"
- Speed up the hiring process.
- Complexity of process
- Number of steps to the hiring process.
- Length of time from start to finish – lost candidates due to other job offers.

Application

Works Well

- Asking for self-identifications
- Reporting self-identification to OAA – race, ethnicity, gender
- Receiving application materials through e-mail
- Application process – easy to submit
- Communication
- Communication of the interview process and the next steps in the sequence
- Responded to emails
- Easy to get requested information
- Good communication – timely responses to questions and inquiries, clear timeline
- Receiving applications

Needs Improvement

- Make it easier for the candidates, not the University (application process)
- Cumbersome applicant process for multiple positions
- Making sure all applicants are aware of steps involved – especially since process is lengthy
- Limitations on contact and interactions
- Months of waiting for communication about application process/status
- Make time expectations clear to candidates
- Timeline (seemed drawn out) from application to interview to offer
- Too many administrative steps to move forward (as hiring supervisor)
- Too many steps and approvals, too complicated
- Process from start to finish took longer than I was expecting
- Slow paperwork after offer (as new hire)
- I don't want to be an HR generalist – too involved
- Vague communication and not timely
- Being responsive
- No intro to HR steps to get in the system

Priorities

- Provide better information to applicants regarding process
- People conducting search can be more responsive/timely with letting candidate know where they are at in the process.
- Have central support (either at University level or college level) that acted as HR and took the hiring manager out that part of the process.
- Better communicate the status of the position. Be consistent in offering moving expenses as part of job offer.
- Communicate timeline to hire. Speed up processes if possible. If not stay in contact with prospective hire.
- Give better and accurate information regarding HR processing forms one has to fill, documents one has to produce.

Self-Identification and Certification of the Pool

Works Well

- Screening pools for diversity – related to certification of the applicant pools using the data
- Getting applicant pool in our college
- Self-identification letter
- Affirmative Action office approving applicant pool

Needs Improvement

- Allow search committee to read applications prior to closing date
- Individuals in the search committee should be able to start reading applications before all the applications are gathered
- Search committee chair not being able to see applications before certification of pool is absurd and impedes recruitment
- Search committee chair is not supposed to see applications before “certifying the pool” - is not good
- Ability to view all applicants throughout the process
- A lot of unqualified candidates in applicant pools
- Confusion about certification of the pool
- The certification of the pool (since this is voluntary information)
- Self-identification responses
- Self-identify slows process unacceptably
- Self-identification process does not work - need larger sample sizes
- Questioning the self-identification when very small percentage has answered. Requiring a written override from the Dean. Delaying process.
- If you don't self-identify, converts to white male which leads to flawed data
- Making judgments on ethnicity and gender for both committee and applicants
- Waiting for certification of applicants (re-certifying)
- “Self-identify” invitation doesn't work
- Not able to control Appendix 12 response – ID of minorities, etc.
- Certification of applicant pool through use of Volunteer Federal Form (#22)
- Having final pool for interviews approved again by Affirmative Action when pool already approved – time factor
- Point at which pool is certified is unclear. This creates lots of anxiety in departments who fear delay will result in loss of desirable (perhaps affirmative action) candidates
- Request for self-reporting should come from Affirmative Action rather than from departments to ensure good response
- Data used to determine if pool is adequate is flawed
- Comparison data for under-representation in “applicant pools” is flawed
- Certification of the pool by AA limits additional qualified candidates
- Applicant pool approval
- Process is extremely slow. Even more so with approval of applicant pool

Priorities

- To be able to read applications before the pool is certified.
- The PI (Principal Investigator) and Search Committees should be able to read applications as process is on-going.
- Chair of Search Committee having access to applicants before certification of pool.

- Change policy whereby search committee chair cannot see applications until certified pool.
- Eliminate self-identity process for certifying pool purpose.
- Eliminate certification of applicant pool until accurate data is available
- Eliminate self-identification by applicants as a tool for certifying a pool. I would still offer the option to self-identity, but the data shouldn't be used by Affirmative Action as a means to penalize or send a process backward to repeat any steps.
- Improve the process and data used to certify applicant pool, leaving opportunity to add to pool.

Screening

Works Well

- Using search committees for screening
- Clearly identifying minimum qualifications before accepting/reviewing applicant materials
- Ability of unit to develop review questions/scales unique to position being hired
- Using a standard screening tool
- Using matrix to evaluate candidates
- The collaborative process of screening and interviewing the candidate
- Blind review of all candidates – I was forced (I like this)
- Efforts to make sure evaluative criteria are used to rank candidates
- I never had a sense that the search held my age against me
- Encouraging applicants to seek feedback
- Facilitation of self-assessment by applicants through job description and early feedback
- Transparency: Full disclosure of qualifications and criteria
- Encouraging search committee members to share details of critique/review
- Having and following a plan(s) throughout the process

Needs Improvement

- Step 5 of the A&S 12 step needs to provide guidelines for screening
- Failure to identify screening criteria prior to screening and failure to train screeners on use of pre-established criteria
- Having to list reasons for non-consideration for all candidates. With very large pools this takes hours of time. Adding specificity to the reasons why not to interview
- Screening large pools of applications
- Screening is cumbersome

Priorities

- That all applicants have to meet the minimum requirements at the time of the interview; not changing the criteria so that certain people will benefit. When we do that we compromise the integrity of the search.
- Develop a standardized screening tool to evaluate candidates
- Assist faculty search committees with appropriate screening tools - an important aid to help searches be less biased
- Allow search committee some flexibility to interview/hire based on intangible qualifications
- Have unit director do first review of applicants and only send those that have a chance forward
- Do not limit pools until the hire is made

- Eliminate need to justify candidates who do not meet required qualifications
- AA modify/streamline justification process it requires search committee to provide to shorten overall hiring process
- Shorten the time/process requirements on first screenings to speed the process
- Begin screening applications prior to certification
- Implement a form of checklist and blind review in the search process.

Interviews

Works Well

- Interview/Social Interaction with Department Faculty/Staff/Students
- Use of pre-determined, job related interview questions and technology, i.e., Dole Hall (saves time and money)
- Screening and Interviews
- On campus interviews
- On campus interview with faculty, students, and administration
- Internal interview process
- Open interview sessions
- Interview process – DCE
- Rules for interviews – treat each candidate the same, fairness, positive experience
- “Big” community makes candidate feel welcome
- Family atmosphere for the candidates
- Interview process includes diverse group of people
- Entertaining candidates in our homes to make them feel welcome
- Campus visit impacts decision to accept
- Flexibility for campus visits for candidates (tailored visits)
- Given adequate time to visit the university, meet people, and tour facilities
- Length of initial interview and visit (four days) – provided time to meet with many people and learn about Kansas
- Process of coming to campus to interview: tour of campus and town, opportunities to become familiar with faculty and program
- Flexibility (Skype interview offered in lieu of on campus interview)
- Skype interview and not a phone interview
- Interview process
- The actual interview (meeting with the search committee and answering their questions)
- Interaction with faculty, staff, undergraduates, and graduate students
- Interaction with students
- Providing positive experience for candidates and being accessible
- The hosting of candidates during interview

Needs Improvement

- Use of job related questions – avoiding unlawful or problematic questions during the interviews
- Skype – for local candidates was difficult
- Phone interview (first round) was impersonal
- Quicker initial response for a phone interview – faster filtering/review process
- Consider timing of candidate interviews to allow faculty to be there to meet candidate
- Meet more faculty in department
- Too many people to meet (necessary “evil”)

- Department faculty involvement at interview (outside of the program)
- Facility/farm tours (drive by); needed subject matter tour leader
- Could have met industry people related to my area
- Make sure external stakeholders are able to come to their portion of the interview
- Tours can be a defining factor for acceptance of offer
- Difficulty – too much to get head around [during interview] – in terms of university administration/structure

Priorities

- Don't use Skype interviews to replace an in person interview. Too much interference. Impersonal.
- First round Skype (in lieu of phone interview).
- Having the opportunity for a longer, on-campus interview.
- Meet people outside university in industry related to subject area.

Search Committee

Works Well

- Well trained knowledgeable committee makes it work well
- Search committees usually perform well
- Dean meets with committee to give charge
- Charge to the search committee (same page for all)
- Diversity of search committees
- Having a set of guidelines for search committee (from the Dean of the College of Agriculture)
- Understanding AA requirements (especially the search committee)
- Core faculty search committee concept works well (library)
- Little, but generally the use of a search committee
- DCE creates an immediate timeline to keep the search committee on track
- Enjoys being on search committees with other units (external to the unit)
- Use of search committees - group process evens out biases
- Search committee is independent and work is done within the unit
- Having a search committee comprised of stakeholders/colleagues of the position being filled
- Relationships built within and around search process
- Diverse search committee
- Hiring through a search committee (multiple people) rather than one person making the decision
- Search committee formation
- Having diverse people on the search committee
- Developing my own search committee
- We make efforts to ensure there is diversity among the search committee
- A search committee comprised of people from all levels of department (i.e., full, associate, assistant, grad, etc.)
- Brainstorming by committee as initial process – key needs for hire
- Encouraging search committee members to participate by ranking/weighting criteria
- Establishing search committee
- My department has excellent “buy in” for hiring process – lots of participation and support

- Phenomenal support staff for committees
- Camaraderie between chairperson and DPP works well
- Trust and confidentiality of proceedings

Needs Improvement

- Search committee approval
- Establishing diverse search committees – often only one multicultural person per committee
- Checking multiple references
- Search committee needs to be knowledgeable of position duties
- Search committee should review position description and position announcement prior to advertising
- Include classified staff on search committee(s).
- Having an external representation is not a mandate
- Minority rep on search committee
- The amount of time committee members must devote to the search process. It's hard to complete regular job assignments
- Process goes too fast – wrecks regular routines and ongoing work because of huge amount of work
- Relationships built within and around search process
- The “Committee of the Whole” rather than letting the search committee do their job at all stages
- System has become too demanding and complex – colleagues refuse to serve on committees
- Process is still confusing for those that are new to it – so same people keep serving on the committees
- Complexity of the process overwhelms office staff; had to make a database to follow process
- Search process has become a full time job and is too complex
- Administrative work should not be search committee or chair's responsibility
- Search committee needs to evaluate candidates not paperwork
- Search committee members do not understand the unclassified professional positions
- Same people are serving on large search committees (i.e., Dean)
- Search committees are too large (20+)
- Matching committee chair field to position hiring
- Low numbers of diverse colleagues presently on campus
- Making sure all voices on committee are listened to and understood
- Not having multiple, diverse, and ethnic representation on search committees
- Lack of open communication between search committee members and high-level administrators (e.g., funneling through chair)
- Dissemination of OAA resources available to search committee chairs
- Antiquated rules/approach for establishing and selecting search committees. Lack of diversity in decision making process
- Impressing upon search committees the importance of focusing on position description standards
- Inadequate support and training of committee chairs assigned to serve
- Search committee training: university-wide and peer-to-peer
- Confidentiality

Priorities

- Make search committee chair and committee the point of contact “for all decisions” related from recruitment and hiring
- Make sure the committee chair has the information necessary to answer questions about facilities/farms.
- Eliminate Dean’s meeting with search committee - Each meeting is very costly in terms of time.
- Required training for search committees and chairs on purpose and specifics of process
- Give faculty/staff tools they need to participate fully in search process. Standardize search committee administrative support steps throughout university to assure that all steps in the process are completed (create checklist)
- Provide a concise document for search committees to review identifying AA issues and cognitive error issues - make them more aware of these issues.
- Letting the committee do their job (trusting)
- Give search committee findings more weight in hiring decision
- Let search committee do its job and have central administration stay out of most parts of the process.
- Appoint a good hiring chair/committee.
- Ask outsiders (from other departments and/or community with diverse sensitivity) to serve on search committees so that the climate in the room/meetings is inviting and welcoming to give honest feedback and great outsider feedback in decision making – make more centralized process; more minority ethnic females need to be on committees.
- Consideration given to the need for mentoring underrepresented students (as evidenced by the hiring of diverse, highly qualified staff who look like those we want to recruit and retain – thereby providing role models and exposure to diversity for majority students).
- Facilitate (and when necessary, mandate) openness and transparency in the hiring (especially the screening) process: make sure all search committee members are apprised of the time and location of meetings before final decisions are made. (I have served on administrative hiring committees that met behind closed doors in an undisclosed location without all committee members in order to close a search (national in one case, internal in another) and switch to an internal search or to cancel the search in favor of retaining the existing faculty member.)
- Diversifying (age, gender) the search committee equally. Having one male and one person of color in a committee of 11 (or however many) makes it seem as those two people are tokens. Along the same lines, using the same person over again gets old.
- Have persons that serve on search committees attend and be on board, and open-minded to the value of ethnic minorities and what they can bring to the workplace. Therefore have a qualified person attend a mini workshop on diversity so that people can let go of biases and serve the committee openly and fairly.
- Be sure the person/people chairing search committees have time to devote to the process, are clear of their responsibilities and are not biased (or try to steer the members of the committee to one decision).
- Make sure search committee members want to be on the committee and/or know their charge and the scope of their responsibilities. Otherwise, other unit and search committee members will (have to) pick up the slack to define the mission

- Reward participants in search process for their time. Undue burdens of time can be placed on small numbers of people (same underrepresented folks called on again and again).

Ranking/Profiles of Excellence

Works Well

- Using Past Practices Worked for Ranking
- Ranking Candidates – want to keep, e.g., three people and go to the next person not the process; using past practices worked
- Ranking candidates from 1 to 10 (short list) from the pool
- Ability to rank order for finalist
- Profiles of excellence in regard to up front approval – offers in ranking order

Needs Improvement

- We have not completed a search under the new guidelines yet, but there is much consternation about the injunction of not ranking candidates and instead creating unranked “profiles of excellence”
- Statement – “Profiles of Excellence?”
- Rank finalists – wants search committee to rank the finalists
- Concept of profiles of excellence for candidates
- Faculty “pre-conceive” what the best applicant should look like – they can paint the Profiles of Excellence in any way they want
- “Profiles of Excellence” is a dumb term, i.e., it presumes excellence is either/or – excellence is not a continuum
- Elimination of search committee to recommend, rank, etc. – Profiles of Excellence

Priorities

- Departmental Culture: Respect ranking coming from the department (rank candidates 1 to 10 without explanation).
- Departments rank candidates before starting the process of making offers.
- Change Profiles of Excellence to Candidate Profiles.
- Search committees could rank candidates.

Recruitment

Works Well

- To date we have been able to attract very fine applicant pools and have been able to hire our choice in virtually all of them
- Identifying position announcement using own form to help with Appendix 9 which is attached - helps with recruitment
- Ensuring that position announcement accurately reflects job and is appropriately advertised
- Posting the job vacancy and description online
- The recruitment plan outlined and communicated
- Personal contact (calls, emails, professional meetings) to expand the recruitment net
- Advertising position – very few limitations and free to list position needs as determined by unit and/or committee
- Ability to use placement exchanges – professional meetings

- Department can choose where to advertise
- Advertising – specific positions for specific placement
- Broad advertising venues
- Contacting professional organizations (listserv, personal contact)
- Recruitment
- Utilize campus networks to distribute job openings
- Streamline process of interviewing at national professional conferences – it works well if you're allowed to do it
- Like ability to use search firms to enhance applicant pool
- For my position, K-State used a search firm. I think the search firm did a very thorough job – best I've seen and I've worked with such firms from both sides
- Printed guidelines are very helpful

Needs Improvement

- Eliminate anything about hiring freeze on website
- More professional advertising on our (KSU's) website
- One central website for applicants
- Actively recruiting/hiring a diverse workforce to attract race, gender, age
- Are we recruiting the best candidate or are we recruiting the most diverse
- Process reduces ability to compete for talent
- Process creates lack of confidence for candidate in us (K-State)
- Recognition of where to advertise. The Chronicle of Higher Education is worthless in our field.
- One size fits all for marketing/recruiting does not work
- National and International recruitment - not just Chronicle of Higher Education Requirement for physical ad results in delays and is unnecessary
- Not knowing exactly where to advertise (costs vs. benefits)
- Requirement to post to 14 HBCU's and tribal colleges (usually no Ph.D. programs – is the intent to steal their faculty?)
- Lack of advertising in diverse and ethnic venues, publications, and networks (social or otherwise)
- Weak recruitment plan (we're not reaching out far)
- Recruitment Plans are not reaching diverse pools
- No list of targeted recruitment sources
- Advertisement of position (hard to find)
- Advertisement of position (not well done)
- Posting salary with position
- Going beyond the "paper" recruitment – we need to go face to face
- Overemphasis on professional/professional society publications for advertising
- Reaching out through many networks – some less widely known avenues
- Marketing of our institution/city and its virtues to a diverse hire
- Need to market K-State as a great place to work
- Advertisement of Kansas State – could be better
- It is important to sell ourselves (K-State)
- Need centralized recruitment support (better job search capability, targeted advertising)
- National searches for unclassified professionals (over 100 applicants for events coordinator position) – mixed feelings on this
- Re-advertising for extended searches

- Aggressive national searches really means hiring outside
- Use search firms for specialized positions
- Lack of professional development plans and incentives (recruitment)
- Disparate community outreach – realtors showing low income parts of town; schools, community; meeting BFSA, Alianza
- Improve communications with Chamber of Commerce in terms of diversity competencies, i.e., Latinos being shown houses in less affluent parts of town

Priorities

- One website for all applicants with all job postings
- Create a very professional job posting/advertising website for KSU.
- Re-design job opportunity website to include one home page with links to classified, unclassified professional, faculty, and student vacancies.
- Website (more friendly layout for external candidates) should be more cohesive.
- Organize the open positions page by department/discipline, temp/regular, unclassified/faculty. Include capability to search for positions.
- Recruitment plans - diverse talent is not being reached.
- Proactively increase diversity of applicant pools/hiring - not just checking boxes - help advertising/writing ads, mentoring, etc.
- Ensuring a diverse applicant pool, given salaries and preconceived notion of applicants of small town attitudes (or fly-over state)
- University-wide effort to build relationships with programs with diverse pools of Ph.D. students
- Stop making me advertise in places that generate no applicants.
- Enhance the national/international prominence of K-State hiring by central advertising in venues like Science, Nature, Chronicle, trade journals, etc., i.e., utilize the power of our enhanced communications expertise
- Simplify the process of requesting permission and advertising – the paperwork is redundant; advertising (is printed really necessary?) – not according to Labor Certification folks.
- The way the position is advertised may not be reaching the most qualified individuals. Expand beyond a classified ad in the paper.
- Do regional searches for unclassified professional positions
- Advertise position across U.S. and globally.
- It would be helpful to have a salary listed in the position description.
- Explanation of benefits and salary range with job posting(expected schedule)
- Apprise candidates of the “fine print” whenever possible: When a position is “upgraded” from a B.S. to M.S. preferred or converted from a postdoc/research faculty to a research associate position, say so. Ditto for positions that “require” a qualification, such as citizenship, permanent residency, etc. (i.e., comply with AA and EEOC regulations but don’t advertise in “code” – these results in a majority of ineligible applicants).
- More use of common sense in the recruitment process
- Figure out how to get the best to want to come to K-State!
- Don’t recruit unless salary is competitive

Resources

Works Well

- We are now hiring!!
- Funding sources identified in advance

Needs Improvement

- Salaries
- Low Salaries
- Salary and start up negotiation and approval
- Starting salaries (low)/Technical support (lacking)/Physical facilities (poor)
- Ability/opportunity to offer competitive salary (low salary)
- Compensation starting points/overcoming the “scarcity mentality” that A&S has operated on in the past and that we hope is now changing
- Salary flexibility is too limited
- Contract negotiation – salary
- Non-competitive salary
- Budgetary limits to salary offers
- Lack of money to attract good candidates
- Limitations on salaries and hiring with experience
- Starting salaries
- Poor/inadequate lab facilities
- Resources for labs, equipment, etc.
- Better start-ups (include Ph.D. or post-doc)
- High teacher load and high research expectations
- Being able to make competitive salary offer
- Difficulty meeting expectations for salary and start-up packages
- Amount of funding
- Financial competitiveness (salary, etc.)
- Funds to hire the best as we compete with other schools
- Lack of money to offer competitive salaries
- Salary available not competitive
- Committing without currency is counterfeit
- Accurate listing of resources available for teaching and research
- Given our resources, we cannot hire the national stars - yet it is difficult (impossible) to eliminate them = wasted time and effort
- Process doesn't always allow for diverse candidates and/or salaries to attract diverse/qualified candidates
- Departments bearing cost of hire, especially when multiple hires
- A&S departments need funds to advertise
- Office of Diversity needs funds to market to diverse populations
- Resources – funds, time, etc. (challenge)
- Interviews are cut short due to resources
- Available funds for recruitment
- Money for interviews
- Not enough money to fund expenses of the hiring process
- No one to fill out all paperwork after initial steps
- Time consuming for chair

- Lack of funding to recruit
- Money – income and/or search
- Lack of investment in developing sources of diverse pool
- Central resources to support units: dual career support, funding, etc. (some departments lack resources)

Priorities

- Availability of more resources (salaries, tech support, infrastructure, instrumentation, etc.).
- Salary/spousal hire/retention
- Add resources to raise starting salaries and start-up packages and to invest in current faculty salaries, in order to reduce salary compression.
- Competitive salaries - we absolutely need this. Everything else I can live with if the end result is good.
- Offer competitive salaries.
- Increase salaries to attract talent needed for 2025 goals.
- More competitive salaries.
- Resources to hire the best and the brightest
- Resources for departments: Increase or give start-up funds for departments.
- More competitive start-ups.
- Improve startup funds across the University. Make sure offers are competitive in the field.
- Ability to offer promotable/stable term hires (provides coverage of undergraduate/lower level graduate courses; allows research faculty time to focus on research/outside funding)
- Beyond our charge, but ensure salary and support packages competitive with other top 50 public research universities
- Critical needs of departments
- Provide resources to make the best hire
- Have a pool of money centrally that can be accessed by Department Heads to adjust or raise salaries already in the department budget when hiring new faculty/unclassified professionals to get the most talented/diverse candidates/new hires.
- Hire more faculty to reduce teaching and service load of individuals.
- Increase funds available to offer to top notch diverse candidates in order to compete nationally (e.g., salaries, incentives, mentorship, support).
- Limit to recruitment “funding” in all areas.
- Make funds available to remain competitive in terms of diversity and dual career hiring.
- Provide central resources to support hiring. Departments must often fund their job searches from Foundation or college – it’s a University priority to increase campus diversity so central funding should support these efforts. Can include start-up support for hires; expenses of bringing candidates to campus, etc.
- Use all resources to attract top diverse candidates from advertising process through hiring and support post-hire.
- Finding additional financial resources to invest in meaningful efforts at increasing the diversity of our K-State hires.
- Fundraising for salaries to bring more qualified and diverse candidates and to keep our talent. People are leaving because they don’t seem valued.

- Raise salaries and lower teaching load (as we now have many more duties, e.g., advising, supervising undergraduate research, than 10 years ago).
- That the Diversity Office be given a budget to help with advertising and bringing in more candidates of color.
- Hire more people to facilitate hiring procedures
- Provide central funding for development and recruitment of diverse applicant pools
- To be reimbursed whenever we bring candidates to dinner.
- More support from administration to bear the cost of searches.
- Provide resources for recruitment and hiring process (money, staff, etc.) and recognize faculty time spent in the process.
- Provide funding for the search process expenses
- Money to bring in qualified candidates for interviewing not be so limited – must have better relationship for all to achieve

Roles and Responsibilities

General

Needs Improvement

- Dean's Office – Office of AA and the DPP – to Provost
- Time between steps when waiting for approval from Provost office and Affirmative Action – we lose candidates
- Summer vacations: Offices in which signature-authority person does not have a backup (empowered) person (electronic signatures would help)
- Clarity of roles of both HR, OAA, and departments in regard to recruitment and hiring
- Don't let Office of Diversity "hijack" the hiring process
- Process needs to be centralized
- Too much autonomy between units, need central recruitment office
- Being middle man between search firm and OAA (different viewpoints)

Priorities

- Central administration or college helps to fund the cost of searches and Affirmative Action office takes care of sending self-identification forms to applicants.
- Separate administrative work in recruitment process from that of the search committee work in recruitment process.
- Establish centralized recruitment support in order to better market K-State as an employer of choice and support hiring managers and search committees' processes. This will include training of search committees, and hiring managers on legal issues and best practices as well as improving diversity awareness
- Centralized recruitment office.
- Establish a central "resource" office with support staff to assist in recruitment and hiring of qualified employees
- Develop centralized staff resources; either a central staff or central staff "centers" based on unit structure (e.g., it's standardized on using ITS-level staff to support hiring instead of each department having/using separate staff). Including advertising.
- Either a) provide ongoing training for HR specialist at department level; or b) centralize more of the routine processes [but NOT selection.]
- Build university – wide support system.

- Clarify the roles and make the process more concise; Roles - for each unit. Help us understand why and how.
- Less bureaucracy/outside interference.
- Develop (or bring in) the necessary expertise to change the orientation of the process to identifying, recruiting, developing, and retaining diverse talent
- Need the right people with knowledge to execute the process correctly

Office of Affirmative Action

Works Well

- Affirmative Action responsive and helpful
- Having OAA staff approve pool, interviews, and offer
- Direct telephone communication with Affirmative Action
- HR flexibility with deadlines
- The role OAA has been playing in the search process
- Beautiful working relationship with AA person
- Overall the process works; some confusion with verbal vs. written approval from AA to offer position
- Accessibility of AA staff to answer questions
- Our interaction with Affirmative Action is working well – response time has been great at time of offer
- Support from AA office works well
- Having access to AA staff to counsel through the process

Needs Improvement

- Telephone culture should become email culture (Affirmative Action)
- Self-identification being requested by department, not AA
- Outsourcing things away from AA and putting (dumping) them on department's back (!)
- Amount of help in Office of Affirmative Action
- Positive/informed customer service
- Justifications are frequently questioned
- Unresponsive to suggestions for improvement – letter to candidates about self-identification takes them to website that asked for position description that candidate doesn't have
- At times made to feel like Archie Bunker (“sometimes made to feel like a racist”)
- AA often seen as “barrier” rather than “facilitator” - they should be helping us
- AA is more concerned with compliance than hiring talent
- AA stalling the process! Tell you what to do, but not how to do it; can lose candidates due to time
- Sometimes feels like a cat and mouse game with AA
- AA should work with us in “real time”
- AA needs training/project description in roles: responsibilities of such an office
- Need consistency from OAA with their feedback
- OAA should be our partner; often seems to act as a barrier almost adversarial
- Office of AA as barrier rather than facilitator, resource
- OAA works well with the exception of vacations for DCE
- AA needs to understand the jobs we're hiring, not just mechanistic
- AA opinions are offered as edicts
- AA over-reaching policies that are not proven in US best/legal practices

- AA wants us to reach out to programs producing lots of diverse grads, but can't tell us which institutions produce those grads in a particular discipline
- Affirmative Action interferes with hiring pool (wants to include people who aren't qualified)
- Need change in AA culture from internal police to internal consultant

Priorities

- Increase staff in Affirmative Action office! Establish more equitable search committee. One person of color per committee is not equitable, nor representative. Please note I am not talking about DIVERSITY!
- Give the Office of Affirmative Action the resources necessary to do all of the self-identification work for all searches.
- Increase the staff in Affirmative Action to deal with elect. letters, speed with moving along the forms.
- Add numbers to staff in Office of Affirmative Action.
- Properly staffing Office of Affirmative Action to increase support to search committees and hiring authorities, principally in the area of education (search committee training).
- Minimize power of AA; let departments identify most qualified candidates regardless of race/ethnicity.
- Minimize interaction between AAO and department/college.
- Require that AA staff conduct annual feedback sessions with representative search committee members and demonstrate ways in which they have responded. (Use process similar to that used to develop AXIO system!)
- Affirmative Action office would serve as an advocate instead of adversary.
- Clarify the role of AA as an office of support rather than police. (It could include some training in interpersonal skills)
- Change the name of Affirmative Action to the Equal Opportunity Office
- Affirmative Action responsive and helpful
- Get clarity, transparency, and efficiency from AA office.
- Improve Affirmative Action interaction with departments and committees to serve more in a consulting manner rather than a policing manner.
- Email seems to work to get communication started; not much else working well
- Don't have so many checkpoints with AA
- Eliminate Affirmative Action's involvement until recommendation for interview and hire
- Redefine the role of AA in the process
- Limit number of Affirmative approvals required
- Work with OAA early in the process to improve applicant pools
- Utilizing the Office of Affirmative Action in training search committees

Office of Affirmative Action/Division of Human Resources

Needs improvement

- Lack of proper communication between HR, AA, and chair of search committee
- Lack of communication between HR and OAA
- Customer Service – all working together to expedite efficient and effective hiring. HR/OAA should support not dictate or impede pre-recruitment goals
- Which office (OAA/HR) has which step – and should they be doing it?
- There is a gap between OAA and HR. They both do their roles well, but I feel that some portions of the hiring process are staggered because of the gap. Example: hired, then

paperwork goes to HR, OAA, and HR at cross-purposes – don't collaborate or communicate

- HR function vs. legal compliance should be talent-focus (unclassified in OAA?)
- Confusion regarding office roles. This is particularly difficult when hire classified and unclassified
- Some confusion as to sending the Position Description to Human Resources for approval first, then permission to advertise the position through AA
- Integration of HR functions with AA
- We need help with hiring; HR support for hiring; not AA support for “the process”; AA focus on compliance
- “Tail Wagging the Dog” in regard to HR and AA
- Disagreement with HR regarding classified or unclassified (or faculty) status of a position

Priorities

- The delineation of responsibility for Affirmative Action and Human Resources is confusing and could be better understood.
- Reduce paperwork required, merge OAA and HR, provide more assistance in marketing positions to minorities
- Overall better relationship between departments and HR/AA
- Consider re-configuring the duties of HR and OAA. Have a “hiring office” (our own “search firm”) – a one stop shop for hiring the best talent and shortening the process.
- I would combine Human Resources, Affirmative Action, and Academic Personnel into one division and realign functions of each area.
- Limit role of Affirmative Action to focus on diversity, limit frontline role of office in position review – create this role in office with broader expertise and focus on recruiting and retaining talent.
- Merge HR, OAA (and Academic Personnel?) - recruiting/hiring functions to a single unit.
- I would combine HR and OAA, making HR the key entity that carries out hiring new unclassified employees, making the OAA a critical function and team member of the process. HR could hire key positions that recruit for the university, collaborating with OAA and diversity offices to ensure compliance.
- Develop expertise in HR for recruiting, hiring, and retention - [HR does not seem to have expertise in many areas!!]
- I would conduct a HR/staff study to examine workflow problems that exist in all the units involved with personnel and hiring issues (Affirmative Action, Academic Personnel, and Human Resources). There are hold-ups and disconnects in all three.
- Designate HR or AA is handling all of the hiring and not both involved at same time- confusing
- I would make Affirmative Action a division of HR and move HR on campus.
- Find a way to bring “HR” expertise into the process
- Physically combine HR (position writing step especially) and Affirmative Action into one unit, preferably in the same space
- Put all recruitment processes in Human Resources - Pre-search, search, onboarding. Have OAA oversee EEO compliance and certify pools.
- Change AA structurally to fit with overall HR strategies of the university. May need to replace AA staff. May need to merge into HR fully.
- Move Affirmative Action office under HR (should not be located in Anderson Hall)
- Have AA and HR work together instead of being separate offices/separate approvals.
- HR has an employee who approves the position description. Final say with HR.

- A case manager (both HR and OAA) to be the person responsible for each position hire

Diversity Point Persons (DPP)

Works Well

- The role of Diversity Point People in the colleges (keeping it on track, valuable resource)
- DPP meets with every candidate to discuss diversity (3 questions and how diversity fits)
- Every interviewed candidate meets with DPP to talk about different aspects of diversity at college
- Interaction with Diversity Point Person

Needs Improvement

- DPP roles not defined, not trained
- Use of DPP need to be consistent across the University
- Addition of college-level point person just creates another layer of confusion
- Did DPP's get inserted in place of department heads?
- Roles of DPP's unclear (resource vs. additional layer)
- DPP's often limited by the climate/leadership in the colleges leading to unevenness in the role
- Too many reviews by AA – use DPP instead
- Don't need the DPP
- DPP an asset, but now even bigger burden for that person
- Training by Diversity Point Person “abysmal” – Affirmative Action should train

Priorities

- Have DPP's take care of approval after mutual certification
- Don't need DPP
- A DPP is not necessary.
- Redefine the role of the DPP's in the search process to reduce time, energy, and expectations of work.
- Eliminate added overload for DPP's

Colleges, Departments, and Office of the Provost

Works Well

- Provost approval to hire to fill vacancy
- Provost approval
- Receiving applications in department
- Process is individual to the college/unit
- Faculty involvement in decision-making (from ground level)
- Dean's office completes initial paperwork
- Obtaining signatures within college
- Outstanding HR person in my office
- Using a centralized system in which all AA documents come through my office before going to AA; able to act as liaison
- Unit heads should be able to determine the need to fill a position (whomever controls the unit budget)
- Allowing each department/unit to conduct their own hiring process – flexibility and freedom
- Faculty involvement/department control

- Dean-Department communication about needs
- Role of department head is to reflect the desire of the faculty as a whole
- Department flexibility
- Faculty are most responsible for selecting candidates - while this is the case, it isn't reflected in the official process (either new or old)
- Discussion among faculty colleagues
- Search process brings out the best in terms of faculty collegiality

Needs Improvement

- Lack of meaningful consultation with departments, deans, faculty senate, and others with no/slow response on part of Provost's office
- Provost approval for Terms (post docs)
- Provost approval (will it go away after hiring freeze)
- Hiring freeze waiver request
- Remove the waiver process – give Deans flexibility
- The initial approval process to begin hiring process takes a lot of extra time. Letters required to bypass the “freeze”; seems wasteful and an unnecessary step
- Communicate decisions about priorities of hire
- Critical hires/need of department are not met – need to listen to faculty (deans) about needs
- Faculty involvement/department control
- Need to treat departments as the authorities in their fields in terms of judging merits of candidates
- Unit head decides to hire the unqualified person instead of admitting to a failed search
- After the search committee makes recommendation, other persons are selected by search chair/department head
- Official document doesn't reflect any role for departmental faculty (other than search committee)

Priorities

- Less paperwork on part of departments.
- Give department heads/deans authority and accountability
- Give departments or offices a score on their hiring history if they are doing the processes correctly they score higher and have less hoops to jump through. This would give departments a chance to work for improvements in process.
- Approval level at unit level, not Provost level.
- Approvals should be made at the college level to prevent unacceptable delays and loss of good candidates.
- Do away with the hiring freeze waiver to the Provost. This should be approved at the Department Head or Dean level. Lots of things get held up waiting for the Provost's approval - She is one person and there's no need to micro-manage some of these decisions.
- I would condense the appendix forms and have the approval to recruit at the Dean's level, not the Provost level. The search committee could not be more than five members
- Search committee approval process/department (with track record) able to determine composition
- Eliminate “item freeze” and waiver process
- Give hiring authority and approval back to the Dean of the College

- Give approval level back to Deans.
- Approval given back to the Deans
- Return more decisions and judgments to College and Department level. Administrators have become too involved in situations they know nothing about. Allow college and dean to approve appendices, which should be simplified and reduced in number.
- Put decision authority back into hands of faculty.
- Greater control at the department level.

Selection and Bringing On Board

General

Works Well

- Quick approval on contributions to start-up packages
- Timing of requesting the background check
- Background checks – quick and efficient
- Final selection – we make good hires
- Easy to set up new positions with budget office
- Good offer!
- Given support for housing – positive experience
- Early offer made early acceptance

Needs Improvement

- Background check needs to include educational check
- The hiring department remembering (or not forgetting) to do the background check in a timely manner.
- Onboarding – needs to be completed right after person accepts position so new hire has all needed access by hire date.
- Need post-appointment 256 steps!
- Expecting me to come to campus again prior to start date to fill out employee paperwork
- Need university housing services advice
- Needs flexible initial housing arrangements
- Help on moving expenses (as new hire)
- Benefit meeting all about health, not retirement, tuition benefit, etc.
- Wants health insurance on first day of employment
- Need timely and accurate benefit information before/after arriving

Priorities

- Extend background checks to include educational check. In a research university this is critical. A new hire that misrepresents their education could cost the university millions of dollars in research money, credibility, and loss of students. I have never worked anywhere that didn't ask for transcripts except here! And DO background checks on temporary people, etc.
- Enhanced communication with candidates as hiring process is complete. Disclosure of specific needs that department wanted to meet.
- Hire the absolute best and then provide mentoring to ensure they excel
- Competitive or attractive offer
- Better up-front coordination of housing, benefits, email account, etc. before the first day.

- Make sure new employees know what training or forms they need. I feel that a lot of the training I have received has been repetitive and did not cover some critical information.
- Moving expense reimbursement or subsidies.
- Help with moving expenses.
- Offer some assistance for housing. Perhaps availability in Jardine or an agreement with some local companies to arrange for reasonable housing (but comfortable). Rent and prices are high in Manhattan but the salaries aren't so high.
- Information or a department to handle faculty housing
- Help with housing options especially when you are not interested in buying
- Start health insurance on first day of work.
- A more thorough resource for home finding support. Real Estate agents want to sell. Nice to see "non-student" rental properties.
- Making temporary faculty/staff housing available would be one. I couldn't find a rental that allowed a dog, but wasn't a student apartment.
- Support the person once they (he/she) is hired. Don't consider the "job finished" once the hire is made.
- Professional development plan/guidelines

Initial Contracts

Needs Improvement

- FLSA status changes from posting to contract
- Need a system of checks and balances so that contracts are not written without approved Title and FLSA or incorrect information
- Significant delays in receiving initial contracts from Provost's office
- Slowness in receipt of hiring contracts
- Need to check 2 times, 3 times about unique offer terms
- Job offer also slow - contract (impacts moving to Manhattan, e.g., utilities, apartments, etc.)

Priorities

- Quicker signature and return of initial contracts
- Fewer barriers to salary and start-up "negotiation." Process is currently a back-and-forth "yes"/"no" process with the Dean's office. Candidate makes an offer, Dean's office responds "no." Candidate then makes another offer, etc. Very little countering/actual negotiating.

IV. Notes from Individual Focus Groups

The notes for each focus group are detailed below, organized by date of focus group. Each set of notes is organized by the “cluster” titles assigned by the group, then by what works well, what needs improved, and priorities with rankings assigned by individuals.

Focus Group 1

College of Arts and Sciences

October 3, 2011

Attitudes/Culture

Works well

- Most things are fine
- To date we have been able to attract very fine applicant pools and have been able to hire our choice in virtually all of them
- Ability to get Approvals thru email (writing)
- Communication with our Affirmative Action Designate
- Interview/Social Interaction with Department Faculty/Staff/Students
- Using Past Practices Worked for Ranking
- Ranking Candidates – want to keep, e.g., three people and go to the next person not the process; using past practices worked

Needs improvement

- Policy change disguised as “training”
- Telephone culture should become email culture (Affirmative Action)
- Don’t let Office of Diversity “hijack” the hiring process
- Negotiating power at beginning of process for position rank

Processes

Works well

- The communication for approvals for hiring and for Appendices 8, 9, 10, 11, and 12 between A&S department and A&S Diversity Point Person, and A&S Dean
- Affirmative Action responsive and helpful
- Email seems to work to get communication started; not much else working well
- The process of requesting permission to recruit to fill after Per. 23 approval
- Identifying need
- Search authorization mechanism
- Appendices 8, 9, and 10
- Sessions to help search committee members understand their role; assistance from dean’s office on timing of filling out forms, etc.
- Ranking candidates from 1 to 10 (short list) from the pool
- Quick approval on contributions to start-up packages

Needs improvement

- Dean's Office – Office of AA and the DPP – to Provost
- Appendix 12 in the new 26-step process: confusion about number of times signatures needed for each sub-section of Appendix 12, for instance – leads to delay and confusion
- There are too many steps; we can still comply with federal guidelines with streamlining the process: examples: Appendices 8 and 9 (redundancy), Appendix 12 (3 times), Appendix 11 is the last form (out of sequence)
- Step 5 of the A&S 12 step needs to provide guidelines for screening
- Appendices should reflect the process
- Paperwork, delays, and administrative burdens
- Self-identification being requested by department, not AA
- Accurate position descriptions
- Recognition of where to advertise. The Chronicle of Higher Education is worthless in our field.
- Miscommunication on who gets to vote (tenure vs. non-tenure)
- Allow search committee to read applications prior to closing date
- Individuals in the search committee should be able to start reading applications before all the applications are gathered
- We have not completed a search under the new guidelines yet, but there is much consternation about the injunction of not ranking candidates and instead creating unranked “profiles of excellence”
- Search committee approval
- Establishing diverse search committees – often only one multicultural person per committee
- Lack of variation for types of applicants (positions – adjunct, post-doc, unclassified professionals)
- “One size fits all” mentality does not work
- Search committee for post-docs should only be PI
- Post-docs and term positions should not go through the same, whole HR process
- Process cannot be identical for tenure vs. non-tenure, adjunct, post-doc, unclassified
- Better understanding of ground rules for hiring unclassified staff as opposed to faculty hires.

Resources

Needs improvement

- Salaries
- Low Salaries
- Salary and start up negotiation and approval
- Starting salaries (low)/Technical support (lacking)/Physical facilities (poor)
- Ability/opportunity to offer competitive salary (low salary)
- Compensation starting points/overcoming the “scarcity mentality” that A&S has operated on in the past and that we hope is now changing
- Poor/inadequate lab facilities
- Resources for labs, equipment, etc.
- High teacher load and high research expectations
- Retention/professional development for minorities
- Need mechanism for stability for advancement in promotable sequence, e.g., non-tenure teacher promotion

- Opportunities for spouses
- Departments bearing cost of hire, especially when multiple hires
- A&S departments need funds to advertise
- Office of Diversity needs funds to market to diverse populations
- Outsourcing things away from AA and putting (dumping) them on department's back (!)

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

Priority 1

- Increase staff in Affirmative Action office! Establish more equitable search committee. One person of color per committee is not equitable, nor representative. Please note I am not talking about DIVERSITY!
- Give the Office of Affirmative Action the resources necessary to do all of the self-identification work for all searches.
- Increase the staff in Affirmative Action to deal with elect. letters, speed with moving along the forms.
- Simplify the process by making sure hiring responds to needs (departmental).
- Streamline paperwork and approval process with consultation of appropriate individuals BEFORE, NOT AFTER, process development.
- Streamline current 26-step Affirmative Action process to 12-step A&S suggested process which maintains legality while minimizing problems with repeated paperwork approvals for a large college.
- Simplify the process of requesting permission and advertising – the paperwork is redundant; advertising (is printed really necessary?) – not according to Labor Certification folks.
- Stop making the process so complicated. Keep the process simple. I worry that all this input will complicate, not simplify, the process.
- Departmental Culture: Respect ranking coming from the department (rank candidates 1 to 10 without explanation).
- Departments rank candidates before starting the process of making offers.
- Fewer barriers to salary and start-up “negotiation.” Process is currently a back-and-forth “yes”/“no” process with the Dean’s office. Candidate makes an offer, Dean’s office responds “no.” Candidate then makes another offer, etc. Very little countering/actual negotiating.
- Availability of more resources (salaries, tech support, infrastructure, instrumentation, etc.).
- Salary/spousal hire/retention

Priority 2

- Ensure fair and accurate position descriptions realizing that persons of color and publications are ranked in less than 8% of the 11% doctoral candidates. That a person of color may need the additional mentorship to obtain the publication status that is afforded their counterparts (talking about homegrown opportunities).
- Get the best from minority groups by maintaining high standards. I strongly reject the idea of lowering standards to get the best from minority groups.
- To be able to hire at the senior level.
- Allow departments to hire at any rank (Assistant, Associate, Professor) based on the need of the department.
- Central administration or college helps to fund the cost of searches and Affirmative Action office takes care of sending self-identification forms to applicants.
- Add resources to raise starting salaries and start-up packages and to invest in current faculty salaries, in order to reduce salary compression.
- Resources for departments: Increase or give start-up funds for departments.
- Ability to offer promotable/stable term hires (provides coverage of undergraduate/lower level graduate courses; allows research faculty time to focus on research/outside funding)
- Give dual spouse career issues more resources so that we can have the flexibility to bring top hires here and keep them here.
- Clarity about what is legal requirement, what is “best practices,” and the responsibilities of departments compared to the responsibilities of the institution.
- There should be better institutional memory of which departments are running appropriate searches. Some departments are thoughtful and careful and they should be recognized as not needing to be looked at during every step. Some flexibility for unusual or different types of hires should be allowed.
- Flexibility in processes for different positions (post-doc vs. tenure track vs. other regular appointments, etc.).
- Written guidelines that do not vary from search to search but should be streamlined for the non-tenure, term positions. It is okay to have two sets of hiring practices as long as both meet all guidelines.

Priority 3

- That the Diversity Office be given a budget to help with advertising and bringing in more candidates of color.
- To be reimbursed whenever we bring candidates to dinner.
- More support from administration to bear the cost of searches.
- To be able to read applications before the pool is certified.
- The PI (Principal Investigator) and Search Committees should be able to read applications as process is on-going.
- More commitment to spousal accommodation so that candidates can have some concrete idea of what will be available for spouse or partner.
- Consider variations in types of appointments and create recruitment search process tailored to post-doc/tenure track positions.
- Hiring: Let the PI's hire their post-docs
- Search committee approval process/department (with track record) able to determine composition.
- Minimize power of AA; let departments identify most qualified candidates regardless of race/ethnicity.

- Recognize that some departments and units are doing things right, and focus “training” and “help” of departments that need it.
- Less paperwork on part of departments.
- Streamline a process that is too long and has too many steps to one that is easier to understand and easier to oversee.

Focus Group 2

Office of Affirmative Action and Division of Human Resources

October 4, 2011

Advertising and Marketing

Needs improvement

- Need to market K-State as a great place to work
- Eliminate anything about hiring freeze on website
- More professional advertising on our (KSU's) website
- One central website for applicants
- Need centralized recruitment support (better job search capability, targeted advertising)

Automating System

Needs improvement

- Need to use electronic system and auto workflow to support processes

Background Check

Works well

- Timing of requesting the background check

Needs improvement

- Background check needs to include educational check
- The hiring department remembering (or not forgetting) to do the background check in a timely manner.

Diversity Awareness

Needs improvement

- Actively recruiting/hiring a diverse workforce to attract race, gender, age
- Diversity awareness among university staff (generational differences, cultural differences, age, gender)
- Recruitment Plans are not reaching diverse pools

Diversity Point People

Needs improvement

- DPP roles not defined, not trained
- Use of DPP need to be consistent across the University

Oversight and Compliance

Works well

- Identification of FLSA status prior to recruitment
- Oversight to ensure that selection based on job related criteria
- Screening pools for diversity – related to certification of the applicant pools using the data
- Having OAA staff approve pool, interviews, and offer
- Asking for self-identifications

Needs improvement

- FLSA status changes from posting to contract
- Need a system of checks and balances so that contracts are not written without approved Title and FLSA or incorrect info
- Clarity of roles of both HR, OAA, and departments in regard to recruitment and hiring
- Not understanding that the university needs to be compliant
- Targeted Hires (without a search)
- Not being consistent – for example, asking for waivers (bypassing OAA)
- Failure to identify screening criteria prior to screening and failure to train screeners on use of pre-established criteria
- Process needs to be centralized
- Appendix 12 – having to go back and forth between OAA and departments

Position Description

Works well

- Position descriptions when well written
- Identifying job tasks, knowledge, skills, and abilities (position description) prior to recruitment – tying it to recruitment plan – when it is done right.
- Ensuring that position announcement accurately reflects job and is appropriately advertised.

Needs improvement

- Defining which positions are unclassified – for example, if you don't have a degree you can be unclassified

Retention/Onboarding

Needs improvement

- Retaining the diverse human capital we succeed in hiring
- Onboarding – needs to be completed right after person accepts position so new hire has all needed access by hire date.

Screening, Interviewing, and Selection

Works well

- Use of pre-determined, job related interview questions and technology, i.e., Dole Hall (saves time and money)

Needs improvement

- Use of job related questions – avoiding unlawful or problematic questions during the interviews
- Checking multiple references
- Search committee needs to be knowledgeable of position duties

Search Committee

Works well

- Using search committees for screening

Needs improvement

- Search committee should review position description and position announcement prior to advertising
- Search teams need to be trained on legal issues and best practices
- Search committees need better training
- Include classified staff on search committee(s).

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

Priority 1

- Implement electronic systems to automate, support, and improve efficiency of recruitment and onboarding processes.
- Implement an electronic hiring system.
- Automate the hiring process. Get rid of as much paper as possible, have electronic signatures, etc. This would eliminate errors and incomplete data
- Diversity Awareness Initiatives focused on race, gender, age, and disabilities for hiring and retaining university workforce.
- Put all recruitment processes in Human Resources - Pre-search, search, onboarding. Have OAA oversee EEO compliance and certify pools.
- That all applicants have to meet the minimum requirements at the time of the interview; not changing the criteria so that certain people will benefit. When we do that we compromise the integrity of the search.
- All open positions are recruited for giving EOE to all qualified applicants except when exigency exists (i.e., late/unforeseen resignation and classes are in session)
- Appendix 12 - the number of times it goes back and forth. The pool still needs to be certified and approval still needs to be given for interviews and offers.

Priority 2

- Establish centralized recruitment support in order to better market K-State as an employer of choice and support hiring managers and search committees' processes. This will include training of search committees, and hiring managers on legal issues and best practices as well as improving diversity awareness.
- Automated recruitment process with centralized oversight/compliance/guidance
- Automating the hiring process - Affirmative Action should be involved in the this process and still be the office that oversees the hiring process
- E-recruit implemented. It is my understanding we have invested the funds and have the technology - why aren't we using it?
- Utilize electronic systems to flow data from applicant to candidate to hire. Capture FLSA in data as well as title assignment, job code, type of appointment, etc., to reduce errors. Capture applicant data to ease onboarding.
- One website for all applicants with all job postings
- Create a very professional job posting/advertising website for KSU.
- Everyone has to be compliant

Priority 3

- Establish a formal unclassified staff classification and compensation process to expedite beginning phase of recruitment and salary equity.
- Increased guidance for university staff regarding recruitment, interviewing, selection, and retaining employees
- Mandatory meetings and search committees prior to beginning any search. This gives the opportunity to be proactive (training) and answer any questions rather than to fix problems.
- Centralized recruitment office.
- Recruitment plans - diverse talent is not being reached.
- Re-design job opportunity website to include one home page with links to classified, unclassified professional, faculty, and student vacancies.
- Extend background checks to include educational check. In a research university this is critical. A new hire that misrepresents their education could cost the university millions of dollars in research money, credibility, and loss of students. I have never worked anywhere that didn't ask for transcripts except here! And DO background checks on temporary people, etc.
- Ensure we are all consistent and fair

Focus Group 3

Colleges of Education, Human Ecology, Engineering
and Business Administration

October 4, 2011

Communication OAA/Training

Works well

- Feedback from Affirmative Action on “best practices” for ensuring diverse hires/pools
- Well trained knowledgeable committee makes it work well
- If you have a question and know who to call, you can get the answer

Needs improvement

- Training and communication needs to be more accessible to all (online as an option)
- Need online training I can follow
- More training on profiles of excellence
- Train search committee chairs and give them a “point person” for all questions
- More training is needed for all search committee members
- Every search chair needs extensive training
- No effort to build “expertise” or knowledge base that makes us more efficient
- Administrative assistants who collect paperwork need more training (many haven’t been trained)
- “New” procedures are not widely known or understood
- Search committee members forget the process because search is infrequent
- Positive/informed customer service
- Justifications are frequently questioned
- Unresponsive to suggestions for improvement – letter to candidates about self-identification takes them to website that asked for position description that candidate doesn’t have
- At times made to feel like Archie Bunker (“sometimes made to feel like a racist”)
- Lack of communication between HR and OAA
- Focus on communication only with administrative assistant. Not best person.
- Inconsistent communication regarding process – depends on who you talk to
- Inconsistent info and practices
- Communication regarding process – the 265 step process
- Addition of college-level point person just creates another layer of confusion
- Are we recruiting the best candidate or are we recruiting the most diverse
- Confusion about KSU “rules” about hiring our own grads – can we?

Processes (Steps)

Works well

- Receiving applications in department
- Process is individual to the college/unit
- Faculty involvement in decision-making (from ground level)
- Have to carefully think about who, what, why, funding, etc., as the very first step.
- Position descriptions required for unclassified position
- Job description/announcement created at ground level
- Hiring process paperwork (at beginning - not appendices)
- Dean’s office completes initial paperwork

- Provost approval to hire to fill vacancy
- Provost approval
- Reporting self-identification to OAA – race, ethnicity, gender
- Screening and Interviews
- On campus interviews
- On campus interview with faculty, students, and administration
- Search committees usually perform well
- Ability to rank order for finalist
- Profiles of excellence in regard to up front approval – offers in ranking order
- Written steps are wonderful (steps in writing)

Needs improvement

- Needs to be faster!
- Need faster turnaround on approvals throughout process
- Multiple repetitive steps causes delays
- Process takes too long
- Modify 25 steps
- Repetitive paperwork – make appendices sequential
- Forms are confusing/repetitive; example: Why is first form #8?
- Eliminate repetition on paperwork (appendices)
- AA forms must be redesigned – remove redundant information; make them more flexible in format
- Fix appendices!
- Appendix 8,9,10,11,12 – length of process – staff
- Provost approval for Terms (post docs)
- Provost approval (will it go away after hiring freeze)
- One size fits all for marketing/recruiting does not work
- Process needs to accommodate unique market mechanisms - issue of one-size fits all process does not work
- National and International recruitment - not just Chronicle of Higher Education Requirement for physical ad results in delays and is unnecessary
- Self-identification responses
- Self-identify slows process unacceptably
- Self-identification process does not work - need larger sample sizes
- Questioning the self-identification when very small percentage has answered. Requiring a written override from the Dean. Delaying process.
- AA often seen as “barrier” rather than “facilitator” - they should be helping us
- Waivers are sometimes important and necessary – difficult to get one with logical justification
- Under-represented minorities vs. international
- International hires need to be done early or they can’t be in US before fall term starts
- Domestic vs. international diversity?
- Pointless Rules
- “Contact rules” before official interviews
- Need to balance rules and fairness with flexibility of process – 26 steps can be too rigid
- Unclassified staff are different from faculty – but process treats them same
- Standard “process” for all
- Difficult to hire at Associate Professor level even if better for program or department

- Flexibility in job title
- Position Determination
- Difficulty in dual position listing, i.e., staff or faculty
- Needs to be electronic!
- Need post-appointment 256 steps!

Resources

Works well

- We are now hiring!!
- Funding sources identified in advance

Needs improvement

- Resources – funds, time, etc. (challenge)
- Interviews are cut short due to resources
- Money for interviews
- Not enough money to fund expenses of the hiring process
- No one to fill out all paperwork after initial steps
- Time consuming for chair
- Being able to make competitive salary offer
- Difficulty meeting expectations for salary and start-up packages
- Given our resources, we cannot hire the national stars - yet it is difficult (impossible) to eliminate them = wasted time and effort

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

Priority 1

- Make all forms available online and maintain online.
- Reduce paperwork or automate it electronically
- Make the process electronic
- Provide parameters but also allow flexibility within the hiring process. (Reduce rigidity!)
- Make the process faster by changing/editing forms. Feel some candidates are moving on to other positions (more staff) before process complete.
- Eliminate self-identity process for certifying pool purpose.
- Minimize interaction between AAO and department/college.
- Let search committee do its job and have central administration stay out of most parts of the process.
- Train search committee chairs well, possibly through online module, and give them a personal point of contact to answer questions or direct them to the appropriate person who can answer their questions.
- Communicate procedures effectively!
- Require that AA staff conduct annual feedback sessions with representative search committee members and demonstrate ways in which they have responded. (Use process similar to that used to develop AXIO system!)
- Competitive salaries - we absolutely need this. Everything else I can live with if the end result is good.

Priority 2

- Provide resources for recruitment and hiring process (money, staff, etc.) and recognize faculty time spent in the process.
- Resources to hire the best and the brightest
- Figure out how to get the best to want to come to K-State!
- More use of common sense in the recruitment process
- Affirmative Action office would serve as an advocate instead of adversary.
- Reduce paperwork required, merge OAA and HR, provide more assistance in marketing positions to minorities
- Make sure OAA and HR are working with same rules and communicate the same responses
- Require that AA work through process/rule changes with representative group BEFORE changes are implemented.
- Revise AA forms to be simple, user friendly, less repetitive and electronic
- Automate process
- Simplify the process - fewer steps
- More flexibility in choosing job titles

Priority 3

- Clarify the role of AA as an office of support rather than police. (It could include some training in interpersonal skills)
- The delineation of responsibility for Affirmative Action and Human Resources is confusing and could be better understood.
- Affirmative Action and HR websites should have consistent information (consistent with each other)
- Allow for one size does NOT fill all in the hiring process without requiring onerous justification - a letter should be enough.
- Simplify the process and remove repetition
- Remove duplication from appendices.
- Streamlined process - OAA process needs to be worked on. PLEASE trust us to make good decisions
- Stop making me advertise in places that generate no applicants.
- Provide better training for search committees and staff assisting in the process and also communicate changes in the process to everyone involved (e.g., department heads, business managers).
- Provide funding for the search process expenses.

Focus Group 4

College of Agriculture and Research and Extension

October 6, 2011

Competing Goals

Works well

- Direct answers to questions from potential candidates

Needs improvement

- Greater “stakeholder” input before major process changes (but focus groups are a great idea!)
- Try to define what is best for department in regards to policies and procedures – who has the real say?
- Targeted hires may leave faculty out of decision
- Communicate decisions about priorities of hire
- Critical hires/need of department are not met – need to listen to faculty (deans) about needs
- Search process needs to be a joint decision for faculty tenured here but appointed/located elsewhere
- Search committee chair not being able to see applications before certification of pool is absurd and impedes recruitment
- Search committee chair is not supposed to see applications before “certifying the pool” - is not good
- Consistent message on and off campus searches (Manhattan campus vs. research centers)
- Need consistent message on and off campus
- Salary flexibility is too limited
- Not knowing exactly where to advertise (costs vs. benefits)
- Make it easier for the candidates, not the University (application process)
- AA is more concerned with compliance than hiring talent

Dual Careers

Needs improvement

- We have dual career rhetoric
- Not able to offer a dual career option for talented candidates
- Faculty is second class to administration in dual careers
- Addressing dual-career needs of candidate and spouse
- Clear guidelines on spousal hire or dual careers
- Don’t have pool of funds for dual career candidates

Process

Works well

- Speed (ignoring unnecessary delays if possible)
- Clearly identifying minimum qualifications before accepting/reviewing applicant materials
- Having a clearly defined job description
- Writing a position description before beginning recruitment
- Identifying position announcement using own form to help with Appendix 9 which is attached - helps with recruitment

- Using a standard screening tool
- The recruitment plan outlined and communicated
- Availability of contact info/point person
- Direct telephone communication with Affirmative Action
- Obtaining signatures within college
- Outstanding HR person in my office
- Personal contact (calls, emails, professional meetings) to expand the recruitment net
- Dean meets with committee to give charge
- Charge to the search committee (same page for all)
- Diversity of search committees
- Having a set of guidelines for search committee (from the Dean of the College of Agriculture)
- Understanding AA requirements (especially the search committee)

Needs improvement

- Searches take too long
- Speed of process particularly damaging to recruiting diverse candidates
- Length of process from start to finish
- Don't need a longer more complex document process
- Length of time it takes to get approval back
- Streamline approval/signature process, including e-transmittal of forms; approval process slows the system down, at all stages
- Unnecessary steps add time and cost
- Too many approval steps, too much back and forth
- Appendix 8, 9, and 10 conflict with "Steps"
- Streamline process – "first come first serve" is not happening
- Assess process with metrics
- Significant delays in receiving initial contracts from Provost's office
- Need input from the implementers when making policy/procedure changes
- Did DPP's get inserted in place of department heads?
- AA stalling the process! Tell you what to do, but not how to do it; can lose candidates due to time
- Sometimes feels like a cat and mouse game with AA
- AA should work with us in "real time"
- Lack of proper communication between HR, AA, and chair of search committee
- Process reduces ability to compete for talent
- Process creates lack of confidence for candidate in us (K-State)
- Need centralized online application system that is personal and responsive for recruitment
- Avoid targeted hiring process/practices for tenure track positions

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

Priority 1

- Reduce number of approvals. Use emails or electronic document to gain approval to fill position. AA should approve/certify pool and approve/certify interviews and then be done. If a candidate is okay to interview, they should be okay to hire.
- Remove “Steps” document - attempt to shorten the process
- Elimination of three steps (Appendices (8,9,10), (12), and (11)) of 25 step process back to where it used to be
- Make search committee chair and committee the point of contact “for all decisions” related from recruitment and hiring
- Identify institutional goals (e.g., Vision 2025, excellent faculty and staff), sketch guidelines and steps needed to ensure compliance w/goals, and let units meet goals through recruitment and hiring
- Evaluate units (College, Department, and Affirmative Action) by this metric - time from position approval to signed letter of offer. Include the metric in unit evaluation.
- Clear guidelines and fair dual career opportunities
- Need a functional dual career/spousal hiring office, system, funding support.

Priority 2

- Streamline AA approvals via an online submission system for rapid response
- Streamline Affirmative Action forms
- Condense/reduce number of recruitment forms. The same information is currently requested on multiple forms and provides too much opportunity for error and inconsistency.
- Quicker signature and return of initial contracts
- Eliminate Dean’s meeting with search committee - Each meeting is very costly in terms of time.
- Assist faculty search committees with appropriate screening tools - an important aid to help searches be less biased
- Modernized infrastructure (updated)
- Hire the absolute best and then provide mentoring to ensure they excel

Priority 3

- Chair of Search Committee having access to applicants before certification of pool.
- Change policy whereby search committee chair cannot see applications until certified pool.
- Give department heads/deans authority and accountability
- Develop a standardized screening tool to evaluate candidates
- Streamline process from time committee formed to candidate arrival on campus - are all steps really necessary to have a third party review?
- Encourage clear communication
- Beyond our charge, but ensure salary and support packages competitive with other top 50 public research universities
- Critical needs of departments

Focus Group 5

Information Technology Services, K-State Libraries,
Division of Continuing Education and Graduate School

October 10, 2011

AA/HR

Works well

- HR flexibility with deadlines
- Background checks – quick and efficient

Needs improvement

- Affirmative Action's multiple steps in the process slows things down
- Too many approvals required from OAA
- Having to list reasons for non-consideration for all candidates. With very large pools this takes hours of time. Adding specificity to the reasons why not to interview
- AA needs training/project description in roles: responsibilities of such an office
- OAA works well with the exception of vacations for DCE

Applicant Pool

Needs improvement

- Cumbersome applicant process for multiple positions
- Lack of ability to maintain an applicant pool across searches
- Too much autonomy between units, need central recruitment office

Certification of Pool

Needs improvement

- Data used to determine if pool is adequate is flawed
- Comparison data for under-representation in "applicant pools" is flawed
- Certification of the pool by AA limits additional qualified candidates
- Despite efforts of OAA, we don't get diverse pools and diversity hiring is not where it should be
- Applicant pool approval
- Process is extremely slow. Even more so with approval of applicant pool

Communication/Customer Service

Needs improvement

- Customer Service – all working together to expedite efficient and effective hiring. HR/OAA should support not dictate or impede pre-recruitment goals
- Communication at all levels of process between Budget/HR, HR/OAA, OAA and everyone
- Communication – with candidates from beginning to end; closure – search over notification
- Making sure all applicants are aware of steps involved – especially since process is lengthy

Funding

Needs improvement

- Contract negotiation – salary
- Non-competitive salary
- Lack of funding to recruit
- Money – income and/or search

International Hires

Needs improvement

- Problems with green card processing
- H1B work visa application process, costs, determination, and time
- No ability to determine if candidate is eligible to work in U.S. until position is offered

Policy

Works well

- Ensuring accurate position description

Needs improvement

- Lack of equity across departments for the same type of position
- Lack of ability to address “lack of equity” for same positions and unwillingness
- Process and procedures don’t seem to apply to all hiring decisions across the board – exceptions
- Bias in favor of internal (K-State) candidates
- Disagreement with HR regarding classified or unclassified (or faculty) status of a position
- Trust in unit HR personnel to know the environment and best practices
- Lack of a directed hire process

Process

Works well

- Internal interview process
- Open interview sessions
- Overall process, i.e., process outline – Position Description to Hire
- Interview process – DCE
- Online access to Appendices
- Using K-State Online helps the committee
- Ability of unit to develop review questions/scales unique to position being hired

Needs improvement

- Speed – seems like every step requires some kind of confirmation or check or approval before can move ahead
- Too many steps in the process
- Need to shorten lengthy process – lots of paperwork to justify at various steps
- Length of process
- Length of the whole search process too long – losing good candidates to other entities
- Process takes too long, lose good candidates
- Cumbersome – too many checks/balances – justify, justify, justify
- Too much time between steps
- Position approval process

- Process takes too long, lose good candidates
- Screening large pools of applications
- Automate the flow
- Processor understanding roles: responsibilities of each individual in the process

Search Committee

Works well

- Core faculty search committee concept works well (library)
- Little, but generally the use of a search committee
- DCE creates an immediate timeline to keep the search committee on track
- Enjoys being on search committees with other units (external to the unit)
- Use of search committees - group process evens out biases
- Search committee is independent and work is done within the unit

Needs improvement

- Having an external representation is not a mandate
- Minority rep on search committee
- The amount of time committee members must devote to the search process. It's hard to complete regular job assignments
- Process goes too fast – wrecks regular routines and ongoing work because of huge amount of work

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

Priority 1

- Streamline overall process
- Streamline the process to shorten the search
- Evaluate complete process - then streamline, remove duplication and ineffective process, determine “real” requirements as opposed to self-imposed requirements
- Email seems to work to get communication started; not much else working well
- Affirmative Action responsive and helpful
- Don't have so many checkpoints with AA
- Redefine the process with the goal of hiring the best candidate for each position with consideration/provisions for hires that may not fit a standard HR/AA process. All include automate, simplify, and shorten
- Overall better relationship between departments and HR/AA
- Eliminate Affirmative Action's involvement until recommendation for interview and hire
- Different processes for different types of hires
- Implement a directed hire process for qualified diversity candidates and/or exceptionally qualified senior candidates
- Eliminate certification of applicant pool until accurate data is available
- Improve the process and data used to certify applicant pool, leaving opportunity to add to pool.

Priority 2

- Eliminate need to justify candidates who do not meet required qualifications
- AA modify/streamline justification process it requires search committee to provide to shorten overall hiring process
- Shorten the time/process requirements on first screenings to speed the process
- Give faculty/staff tools they need to participate fully in search process. Standardize search committee administrative support steps throughout university to assure that all steps in the process are completed (create checklist)
- Implement new “rational” process - fewer steps, flexible policy, “help when/where needed” customer service model
- Entire process or hiring not to be so lengthy – must have better relationship for all to achieve
- Establish consistent policy/procedure for hiring process and search committees
- Automate processes (eRecruit)
- Redefine the role of AA in the process
- Establish a central “resource” office with support staff to assist in recruitment and hiring of qualified employees
- Allow central pool of applicants
- Proactively increase diversity of applicant pools/hiring - not just checking boxes - help advertising/writing ads, mentoring, etc.
- Enhance the national/international prominence of K-State hiring by central advertising in venues like Science, Nature, Chronicle, trade journals, etc., i.e., utilize the power of our enhanced communications expertise
- Don't recruit unless salary is competitive

Priority 3

- Reduce number of required signatures
- Limit number of Affirmative approvals required
- Automate recruitment and hiring
- Automate where appropriate
- Automate processes to improve efficiency - reduce time for processes (use of KSOL)
- Allow search committee some flexibility to interview/hire based on intangible qualifications
- Have unit director do first review of applicants and only send those that have a chance forward
- Do not limit pools until the hire is made
- Trust the hiring units more
- Work with OAA early in the process to improve applicant pools
- Sharing of applicants from other K-State searches – Advertising?
- Provide better information to applicants regarding process
- Money to bring in qualified candidates for interviewing not be so limited – must have better relationship for all to achieve
- Offer competitive salaries.

Focus Group 6

Department of Administration and Finance,
Office of Student Life, Division
of Communications and Marketing, and
Offices of the President and Provost

October 11, 2011

Checklist

Works well

- The checklist outlining process, for the most part. The idea is good.
- OAA written checklist for the hiring process – have instructions available on web.

Needs improvement

- The checklist needs to be re-written so that it's more concise for its users. Lots of words, but still vague. Possibly a better link to checklist and website resources.
- Checklist and website don't link up well

Flexibility

Works well

- Advertising position – very few limitations and free to list position needs as determined by unit and/or committee
- Ability to use placement exchanges – professional meetings
- Like ability to use search firms to enhance applicant pool
- Interim hires (shortened process – internal search)

Needs improvement

- Hard to individualize processes for different types of positions
- Differences in level of position recruiting for should be recognized, e.g., steps to recruit dean position is different than those for a computing position
- System is not as flexible as it used to be
- Flexibility to respond wisely to the pool – midcourse corrections, push pause, reframe, adjust funds
- Budgetary limits to salary offers
- Being middle man between search firm and OAA (different viewpoints)

Roles

Works well

- The role of Diversity Point People in the colleges (keeping it on track, valuable resource)
- The role OAA has been playing in the search process

Needs improvement

- Need consistency from OAA with their feedback
- OAA should be our partner; often seems to act as a barrier almost adversarial
- Office of AA as barrier rather than facilitator, resource
- Which office (OAA/HR) has which step – and should they be doing it?

- There is a gap between OAA and HR. They both do their roles well, but I feel that some portions of the hiring process are staggered because of the gap. Example: hired, then paperwork goes to HR, OAA, and HR at cross-purposes – don't collaborate or communicate
- HR function vs. legal compliance should be talent-focus (unclassified in OAA?)
- Confusion regarding office roles. This is particularly difficult when hire classified and unclassified
- Roles of DPP's unclear (resource vs. additional layer)
- DPP's often limited by the climate/leadership in the colleges leading to unevenness in the role
- Where is the expertise to define position and skill sets

Search Committee

Works well

- Having a search committee comprised of stakeholders/colleagues of the position being filled
- Relationships built within and around search process
- Diverse search committee
- Final selection – we make good hires

Needs improvement

- Relationships built within and around search process
- Cognitive biases and narrow definitions of excellence; too frequent adherence to a “one size fits all” approach

Time/Process

Works well

- Using a centralized system in which all AA documents come through my office before going to AA; able to act as liaison
- Some of the questions on the forms are instructive and help ensure broad thinking, e.g., outlets for announcing position
- Rules for interviews – treat each candidate the same, fairness, positive experience
- Level of commitment and intention of the process is good (fairness)

Needs improvement

- Sloooow approval response up the chain
- Reviews of paperwork take too long (time from submission to approval drawn out)
- Takes time!
- It takes hours of staff time to complete the process and paperwork
- Time it takes to get positions filled
- The time spent sending the recruitment, interview, and selection document back and forth through the mail is not time effective
- Speed of approvals
- Speed – good hires get snatched up, others give up
- Learning curve – differences in units' processes – complication of process – time spent developing each piece of process
- Need to simplify – too many steps – checklist; focus on most important ones
- Too much duplication – forms must be sent back and forth to OAA repeatedly

- Redundant approvals – why continue to get approvals once the interview pool is okayed?
- If you don't self-identify, converts to white male which leads to flawed data
- Tools – screening can be labor intensive, electronic tools to assist
- Screening is cumbersome
- Need consistent following of university process – no need for departments to reinvent the wheel and departments shouldn't have their own process
- Too many waiver requests
- Position description not already in place – the position description should already be in place and approved by AA and HR

Training

Needs improvement

- Specialized training for existing staff (roles/responsibilities, communication)
- Need more frequent communication and training regarding university search process; explain the how and why
- Lack of faculty-level understanding of the need to diversify staff and administrators as one way to prepare the university for its future

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

Priority 1

- Simplify the entire process. Consider re-configuring the duties of HR and OAA. Have a “hiring office” (our own “search firm”) – a one stop shop for hiring the best talent and shortening the process.
- I would combine Human Resources, Affirmative Action, and Academic Personnel into one division and realign functions of each area.
- Limit role of Affirmative Action to focus on diversity, limit frontline role of office in position review – create this role in office with broader expertise and focus on recruiting and retaining talent.
- Merge HR, OAA (and Academic Personnel?) - recruiting/hiring functions to a single unit.
- I would combine HR and OAA, making HR the key entity that carries out hiring new unclassified employees, making the OAA a critical function and team member of the process. HR could hire key positions that recruit for the university, collaborating with OAA and diversity offices to ensure compliance.
- Change the name of Affirmative Action to the Equal Opportunity Office
- Develop (or bring in) the necessary expertise to change the orientation of the process to identifying, recruiting, developing, and retaining diverse talent
- HR has an employee who approves the position description. Final say with HR.
- Develop electronic tools and workflow that can be done online for form submission/approval, screening worksheets, checklist, interview/references questions, etc.
- Streamline to speed up process
- I would like to see a pre-approval and training for a hiring process for a department/office so when in the actual hiring process speed was not an issue.

Priority 2

- Make compliance the filter, not the focus
- Clarify the roles and make the process more concise; Roles - for each unit. Help us understand why and how.
- Communication is an obvious weakness of OAA and HR. Building a hiring team whose background lies in communication, recruitment could help the process, as we need a diplomatic voice training the university on policies and walking us through the process so that there are no possibilities of miscommunication and frustration.
- Develop expertise in HR for recruiting, hiring, and retention - [HR does not seem to have expertise in many areas!!]
- I would conduct a HR/staff study to examine workflow problems that exist in all the units involved with personnel and hiring issues (Affirmative Action, Academic Personnel, and Human Resources). There are hold-ups and disconnects in all three.
- Give departments or offices a score on their hiring history if they are doing the processes correctly they score higher and have less hoops to jump through. This would give departments a chance to work for improvements in process.
- Review the checklist and include only “necessary” steps
- More clear/concise procedures and instructions
- Create one page checklist focused on critical steps. Important but less critical take off list.
- Flexibility to offer if the pool has been approved, without completing the remarks 12 prior to offer. Would still complete the 12 and 11 to generate contract. (Quick turnaround)
- Require in person training every two years of every search committee member, department heads, managers, and deans.

Priority 3

- Develop centralized staff resources; either a central staff or central staff “centers” based on unit structure (e.g., it’s standardized on using ITS-level staff to support hiring instead of each department having/using separate staff). Including advertising.
- Either a) provide ongoing training for HR specialist at department level; or b) centralize more of the routine processes [but NOT selection.]
- A case manager (both HR and OAA) to be the person responsible for each position hire
- Enhance training on diversity and other recruitment priorities - target units that statistics show need training!
- Better training for personnel who will actually be conducting searches and overseeing search process
- Have Provost/HR/OAA/General Counsel jointly offer Q and A sessions every six months to explain/tweak the process
- Work on the checklist!
- Separate the Appendix 12 into separate sections with department signature only on the initial section. AA sends email configuration and approval.
- Use technology to assist in gathering information and streamline the approval processes
- Eliminate self-identification by applicants as a tool for certifying a pool. I would still offer the option to self-identity, but the data shouldn’t be used by Affirmative Action as a means to penalize or send a process backward to repeat any steps.

Focus Group 7

Diversity Point People

October 11, 2011

Affirmative Action

Working well

- Beautiful working relationship with AA person

Needs improvement

- National searches for unclassified professionals (over 100 applicants for events coordinator position) – mixed feelings on this

Certification of the Pool

Needs improvement

- A lot of unqualified candidates in applicant pools
- Confusion about certification of the pool
- The certification of the pool (since this is voluntary information)
- Diversifying the Pool
- Working well
- Getting applicant pool in our college
- “Big” community makes candidate feel welcome
- Family atmosphere for the candidates

Needs improvement

- Community – lack of critical mass of diverse populations
- Manhattan, Kansas: Services, etc., for diverse populations
- Lack of investment in developing sources of diverse pool

Job Description

Working well

- Language of Position Description (willingness to change to broaden the pool)

Needs improvement

- Good job announcement – inability to let this document guide process
- Approval of job description

Process

Working well

- DPP meets with every candidate to discuss diversity (3 questions and how diversity fits)
- Every interviewed candidate meets with DPP to talk about different aspects of diversity at college
- Using matrix to evaluate candidates
- The collaborative process of screening and interviewing the candidate
- Receiving application materials through e-mail
- Blind review of all candidates – I was forced (I like this)
- Identify need/receive approval to fill vacancy

Needs improvement

- Lack of knowledge about process from some search committee chairs
- Training did not get across the purpose of many processes
- Understanding the process – Federal law/best practices
- Too many reviews by AA – use DPP instead
- Time (takes too long)
- Time delays (waiting for approvals to screen applications to extend offers, etc.)
- Things seem to get “stuck” in Affirmative Action – slowing down process
- The “Committee of the Whole” rather than letting the search committee do their job at all stages
- Preparing for change (Spring 2011)

Profiles of Excellence

Needs improvement

- Statement – “Profiles of Excellence?”
- Rank finalists – wants search committee to rank the finalists
- Concept of profiles of excellence for candidates
- Faculty “pre-conceive” what the best applicant should look like – they can paint the Profiles of Excellence in any way they want
- Diversity = Excellence; cognitive errors

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

Priority 1

- Hire more people to facilitate hiring procedures
- Making the process easy, transparent, and open
- Reduce the number of steps to 5
- Begin screening applications prior to certification
- Consistent messages from AA and central administration - differing levels of knowledge and how to prepare for change
- Required training for search committees and chairs on purpose and specifics of process

Priority 2

- Ensuring a diverse applicant pool, given salaries and preconceived notion of applicants of small town attitudes (or fly-over state)
- University-wide effort to build relationships with programs with diverse pools of Ph.D. students
- Put the hiring procedures online in modules to help in training
- Provide a concise document for search committees to review identifying AA issues and cognitive error issues - make them more aware of these issues.
- Faculty/search committee understanding search process
- Have DPP's take care of approval after mutual certification

Priority 3

- Provide central funding for development and recruitment of diverse applicant pools
- Do regional searches for unclassified professional positions
- Letting the committee do their job (trusting)
- Developing on overall commitment and central administration preparing for change
- Training on “latent biases” and “cognitive errors” for all faculty and staff
- Change Profiles of Excellence to Candidate Profiles.

Focus Group 8

Architecture, Planning, and Design/Veterinary Medicine/
Salina/Olathe/Vice President for Research

October 12, 2011

Advertising

Works well

- Department can choose where to advertise
- Advertising – specific positions for specific placement

Needs improvement

- Re-advertising for extended searches

Approval Level

Works well

- Overall the process works; some confusion with verbal vs. written approval from AA to offer position

Needs improvement

- Unit heads should be able to determine the need to fill a position (whomever controls the unit budget)
- Hiring freeze waiver request
- Remove the waiver process – give Deans flexibility
- The initial approval process to begin hiring process takes a lot of extra time. Letters required to bypass the “freeze”; seems wasteful and an unnecessary step
- Lag in response time due to too many people in the approval chain
- Following all 26 steps – waiting for approval to hire someone

Complexity of Process

Works well

- HR’s checklist with step-by-step instructions (it ensures consistency and reduces mistakes)

Needs improvement

- System has become too demanding and complex – colleagues refuse to serve on committees
- Process is still confusing for those that are new to it – so some people keep serving on the committees

- Complexity of the process overwhelms office staff; had to make a database to follow process
- Search process has become a full time job and is too complex
- Distinguish between what is required and what steps can be changed
- Step system is artificial and dictatorial
- Having so many steps in the process
- Needing approval before going onto the next step
- Streamline the overall process; maybe reduce number of steps without sacrificing quality
- The time factor makes hiring difficult in a timely manner. So many steps delay the entire process
- Some confusion as to sending the Position Description to Human Resources for approval first, then permission to advertise the position through AA
- Department heads' understanding of importance of process
- Checklist of process is helpful but needs to be expanded – can there be an online tutorial?
- We need online recruitment processes!
- Don't need the DPP

Forms

Works well

- Self-identification letter

Needs improvement

- Appendix 10
- Redundancy of Info on Appendix 8 and 9 – specialization or area of emphasis
- Some forms are partially completed early in the process and then finished later
- Appendix 12 coming before App 11
- Combine forms
- The numbers of the appendices – approval of 12 prior to completing the Appendix 11
- Appendix 12 – too many times to be turned in and reviewed
- Making judgments on ethnicity and gender for both committee and applicants

Philosophy

Works well

- Makes sure that we do treat the candidates equally
- Previous 2010 system worked better than the current system

Needs improvement

- Being concerned about candidates has usurped the needs of the program
- System puts candidates before program needs
- We are not consistent when filling positions with internal candidates – sometimes we search, sometimes we “reorganize” – all departments need flexibility
- It is important to sell ourselves (K-State)

Processing

Works well

- Accessibility of AA staff to answer questions
- Our interaction with Affirmative Action is working well – response time has been great at time of offer
- Steps of recruitment being in place by Affirmative Action (useful as a checklist)
- Support from AA office works well
- Allowing each department/unit to conduct their own hiring process – flexibility and freedom
- Hiring through a search committee (multiple people) rather than one person making the decision
- Search committee formation
- Actual interview and appointment process work adequately
- Easy to set up new positions with budget office
- Efforts to make sure evaluative criteria are used to rank candidates
- Training for search committee members

Needs improvement

- Fewer steps overall – faster process is needed
- Slowness in approval process to begin recruitment
- Streamlining process will make it better for committee and candidates
- Slowness in receipt of hiring contracts
- Time between steps when waiting for approval from Provost office and Affirmative Action – we lose candidates
- Summer vacations: Offices in which signature-authority person does not have a backup (empowered) person (electronic signatures would help)
- Waiting for certification of applicants (re-certifying)
- “Self-identify” invitation doesn’t work
- Not able to control Appendix 12 response – ID of minorities, etc.
- Ability to view all applicants throughout the process
- Administrative work should not be search committee or chair’s responsibility
- Search committee needs to evaluate candidates not paperwork
- Integration of HR functions with AA
- We need help with hiring; HR support for hiring; not AA support for “the process”; AA focus on compliance

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

Priority 1

- Approval level at unit level, not Provost level.
- Approvals should be made at the college level to prevent unacceptable delays and loss of good candidates.
- Do away with the hiring freeze waiver to the Provost. This should be approved at the Department Head or Dean level. Lots of things get held up waiting for the Provost’s approval - She is one person and there’s no need to micro-manage some of these decisions.

- I would condense the appendix forms and have the approval to recruit at the Dean's level, not the Provost level. The search committee could not be more than five members
- Eliminate "item freeze" and waiver process
- Give hiring authority and approval back to the Dean of the College
- Attempt as much as possible to streamline the process to make it easier on the search committee and in particular the search chair
- Combine forms - Appendices 8 and 9 (renumber forms sequentially, i.e., make Appendix 12 last form)
- Make evaluative and hiring process as simple and flexible as possible so the faculty involved on search committees will be willing to participate.
- Reduce steps within the process to streamline rather than dictate the process
- Reduce the number of forms - combine them – Forms now contain duplicate information
- Streamline the process! Combine some of the appendices into one; Example: 8, 9, and 10.
- Create an online application system to help capture required AA information so search committees can focus on candidate search and selection
- Develop online recruitment/hiring process
- Have an online process and electronic signatures allowed

Priority 2

- Give approval level back to Deans.
- Appendix 12 turned in once
- Eliminate App 12 number of approval times.
- Combine 8, 9, and 10 and submit a final selection for 12 once to generate 11. Make this process more streamlined
- Combine some steps of the process or eliminate them
- Evaluate the myriad of steps to determine those steps that are just bureaucratic in nature vs. what is absolutely necessary to demonstrate due diligence.
- Return to pre-2010 system and eliminate 25-step checklist, which is artificial and much too devolving and complicated.
- Smoother process from start to finish with clear guidelines to follow, forms that make sense, and only necessary approvals needed.
- Apply common sense when enforcing diversity requirements. (This is Kansas, not exactly the diversity "melting pot" of the nation).
- Judgments on gender and ethnicity based on the name of an applicant does not promote diversity. Also diversity is so much more than ethnicity and skin color - we should have a process that truly promotes diversity. This requires a change in philosophy!
- Designate HR or AA is handling all of the hiring and not both involved at same time-confusing
- I would make Affirmative Action a division of HR and move HR on campus.
- Develop an online training tutorial that is tied to an expanded version of the step-by-step process description
- Implement a comprehensive online recruitment process - similar to other major universities.
- Put as much meat of the processing online as possible

Priority 3

- Approval given back to the Deans
- Return more decisions and judgments to College and Department level. Administrators have become too involved in situations they know nothing about. Allow college and dean to approve appendices, which should be simplified and reduced in number.
- Online hiring process would help; do away with so many approval requirements. Example: Approval from Provost or approval from AA after almost each step.
- Develop an online submission and approval process
- Make the approval process electronic to reduce delays and provide timely communications to all involved.
- We need an online recruitment system that combines the forms not just replicates them – we have a lot of redundancy on the forms.
- Find ways to build a process that, by the structure itself, ensures compliance with the applicable regulations, i.e., ethnicity and gender considerations vs. making these separate processes.
- Find a way to bring “HR” expertise into the process
- Physically combine HR (position writing step especially) and Affirmative Action into one unit, preferably in the same space
- Give search committee findings more weight in hiring decision
- More training (online preferable) about why the search process is so critical.
- Separate administrative work in recruitment process from that of the search committee work in recruitment process.
- Don’t need DPP
- A DPP is not necessary.
- I would abolish the dual career office. I would get rid of the classified application form. I would get rid of the grading matrix for classified positions. Make last day to apply Monday not Thursday.

Focus Group 9

Faculty Senate

October 13, 2011

Diversity

Works well

- Having diverse people on the search committee
- Interview process includes diverse group of people
- System allowed for diverse approaches
- Interaction with Diversity Point Person

Needs improvement

- Cognitive errors (faculty) leads to desire by some for inbreeding – resistance
- Definition of diversity
- Need to broaden understanding of diversity (beyond race/gender) (example: Palestinian counted as white, hence not diverse)
- Training by Diversity Point Person “abysmal” – Affirmative Action should train
- No list of targeted recruitment sources

- Requirement to post to 14 HBCU's and tribal colleges (usually no Ph.D. programs – is the intent to steal their faculty?)

Money/Salaries

Needs improvement

- Lack of money to attract good candidates
- Limitations on salaries and hiring with experience
- Starting salaries
- Process doesn't always allow for diverse candidates and/or salaries to attract diverse/qualified candidates

Process

Works well

- Dean-Department communication about needs
- Role of department head is to reflect the desire of the faculty as a whole
- Department flexibility
- Faculty are most responsible for selecting candidates - while this is the case, it isn't reflected in the official process (either new or old)
- Discussion among faculty colleagues
- Search process brings out the best in terms of faculty collegiality
- Student exposure/involvement
- Entertaining candidates in our homes to make them feel welcome
- Having an up-to-date and accurate Position Description
- Streamline process of interviewing at national professional conferences – it works well if you're allowed to do it
- Willingness to examine and fix process

Needs improvement

- Insistence of quantitative justification of qualifications
- Official document doesn't reflect any role for departmental faculty (other than search committee)
- Same people are serving on large search committees (i.e., Dean)
- Search committees are too large (20+)
- Order of documents submitted is totally illogical
- Process for faculty and unclassified professionals should not be the same
- Search committee members do not understand the unclassified professional positions
- If we're required to follow this process, administration (Anderson Hall) should follow it as well

Strategy & Direction

Works well

- Affirmative Action office approving applicant pool
- Faculty involvement/department control

Needs improvement

- “Profiles of Excellence” is a dumb term, i.e., it presumes excellence is either/or – excellence is not a continuum
- Elimination of search committee to recommend, rank, etc. – Profiles of Excellence
- No one wants good old boy network hiring or a white male faculty or bad hires, but the process treats us as if that’s what we’d do unless we follow the new process
- “Tail Wagging the Dog” in regard to HR and AA
- AA needs to understand the jobs we’re hiring, not just mechanistic
- AA opinions are offered as edicts
- AA over-reaching policies that are not proven in US best/legal practices
- AA wants us to reach out to programs producing lots of diverse grads, but can’t tell us which institutions produce those grads in a particular discipline
- Affirmative Action interferes with hiring pool (wants to include people who aren’t qualified)
- Faculty perceive an adversarial relationship between Office of Affirmative Action and Office of Diversity, who don’t seem to trust our real commitment to diversity
- Need change in AA culture from internal police to internal consultant
- Affirmative Action procedures are sometimes flouted in order to promote from within
- Certification of applicant pool through use of Volunteer Federal Form (#22)
- Having final pool for interviews approved again by Affirmative Action when pool already approved – time factor
- Point at which pool is certified is unclear. This creates lots of anxiety in departments who fear delay will result in loss of desirable (perhaps affirmative action) candidates
- Request for self-reporting should come from Affirmative Action rather than from departments to ensure good response
- We are told these are best practices, but without clarifying. Best to do what? Best according to whom?
- Aggressive national searches really means hiring outside
- Between internal and external applicants you get different answers depending on who you ask
- DPP an asset, but now even bigger burden for that person
- Faculty involvement/department control
- Lack of meaningful consultation with departments, deans, faculty senate, and others with no/slow response on part of Provost’s office
- Need to treat departments as the authorities in their fields in terms of judging merits of candidates
- New system imposed by fiat; not through faculty leadership or unclassified Senate
- Unit head decides to hire the unqualified person instead of admitting to a failed search
- Limitations on contact and interactions
- No easy way to promote people within without the merit process for unclassified professionals

- There seems to be wide flouting of claims to transparency (e.g., public advertising of openings, formation of search committee), etc. (I don't mean to disallow targeted hires, which should continue.) However, this process should be followed even by unclassified professionals.

Time

Needs improvement

- Delays in approvals due to lack of staff with approval authority in AA
- Need to improve timeliness and clarity of interaction with the Affirmative Action office (required/optional language, standard for certifying pool)
- Length of hiring process causes loss of good candidates
- Process is not timely
- Speed of process
- Process is not electronic

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

Priority 1

- Do not allow inbreeding for any national search unless applicant has left university for a period of time - yet targeted hires and internal searches can be used in these cases.
- Eliminate entire "new" process and build one based on consultation, transparency, and trust.
- Improve the efficiency of the process by streamlining.
- Interaction between Affirmative Action office and committee be streamlined to ensure timeline of procedure.
- Make the entire process electronic: this would allow for more timely searches: Approval-signoff-interviewing-hiring.
- Increase salaries to attract talent needed for 2025 goals.
- More competitive salaries.
- Move Affirmative Action office under HR (should not be located in Anderson Hall)
- Put decision authority back into hands of faculty.

Priority 2

- Change AA structurally to fit with overall HR strategies of the university. May need to replace AA staff. May need to merge into HR fully.
- Get clarity, transparency, and efficiency from AA office.
- Improve Affirmative Action interaction with departments and committees to serve more in a consulting manner rather than a policing manner.
- Simplify the process (steps) with Affirmative Action without diluting it - maintain standards and rigor but expedite - including putting application process online.
- Step by step procedure for hiring broken out for faculty and unclassified professionals included are forms that are logically ordered.
- Establish a system that enhances the 65 different departments' uniqueness and allows each to flourish within the context of field.
- Greater control at the department level.
- Search committees could rank candidates.

- Have a pool of money centrally that can be accessed by Department Heads to adjust or raise salaries already in the department budget when hiring new faculty/unclassified professionals to get the most talented/diverse candidates/new hires.

Priority 3

- Allow for variety of approaches by discipline/department, instead of mandating single process.
- Less bureaucracy/outside interference.
- Form an AA advisory board of constituencies from all affected areas. Get input from Senate.
- Have all levels of the University follow the same procedures from an administrative assistant to a VP/Administrator.
- Internal hires would be used to promote from within without an open (even internal) search following Affirmative Action procedures.
- Organize the open positions page by department/discipline, temp/regular, unclassified/faculty. Include capability to search for positions.
- Provide resources to make the best hire
- Redefine the role of the DPP's in the search process to reduce time, energy, and expectations of work.
- Eliminate added overload for DPP's

Focus Group 10

Recent Hires

October 14, 2011

Additional Support

Works well

- Given support for housing – positive experience

Needs improvement

- Need university housing services advice
- Needs flexible initial housing arrangements
- Help on moving expenses (as new hire)
- Spouse co-recruitment
- Help with finding position for spouse
- Expecting me to come to campus again prior to start date to fill out employee paperwork
- No intro to HR steps to get in the system
- Benefit meeting all about health, not retirement, tuition benefit, etc.
- Wants health insurance on first day of employment
- Job offer also slow - contract (impacts moving to Manhattan, e.g., utilities, apartments, etc.)

Communication

Works well

- Communication
- Communication of the interview process and the next steps in the sequence
- Responded to emails
- Easy to get requested information

Needs improvement

- Months of waiting for communication about application process/status
- Vague communication and not timely
- Skype – for local candidates was difficult
- Phone interview (first round) was impersonal
- Quicker initial response for a phone interview – faster filtering/review process
- Need to check 2 times, 3 times about unique offer terms

Interview

Works well

- Campus visit impacts decision to accept
- Flexibility for campus visits for candidates (tailored visits)
- Given adequate time to visit the university, meet people, and tour facilities
- Length of initial interview and visit (four days) – provided time to meet with many people and learn about Kansas
- Process of coming to campus to interview: tour of campus and town, opportunities to become familiar with faculty and program
- Flexibility (Skype interview offered in lieu of on campus interview)
- Skype interview and not a phone interview
- Interview process
- The actual interview (meeting with the search committee and answering their questions)
- Interaction with faculty, staff, undergraduates, and graduate students
- Interaction with students
- Good communication – timely responses to questions and inquiries, clear timeline
- Application process – easy to submit

Needs improvement

- Consider timing of candidate interviews to allow faculty to be there to meet candidate
- More participation by current staff might have given them more sense of ownership in the search
- Could have met industry people related to my area
- Department faculty involvement at interview (outside of the program)
- Facility/farm tours (drive by); needed subject matter tour leader
- Matching committee chair field to position hiring
- Too many people to meet (necessary “evil”)

Miscellaneous

Works well

- Good offer!
- I never had a sense that the search held my age against me
- Community search or “open search” was another great feature
- Friendly K-Staters

Position

Works well

- For my position, K-State used a search firm. I think the search firm did a very thorough job – best I’ve seen and I’ve worked with such firms from both sides
- Online application system to submit materials
- Posting the job vacancy and description online

Needs improvement

- Accurate listing of duties
- Position description did not provide the needed info
- Posting salary with position
- Advertisement of Kansas State – could be better
- Advertisement of position (hard to find)
- Advertisement of position (not well done)
- Better start-ups (include Ph.D. or post-doc)
- Difficulty – too much to get head around [during interview] – in terms of university administration/structure
- Make sure external stakeholders are able to come to their portion of the interview
- Tours can be a defining factor for acceptance of offer
- Accurate listing of resources available for teaching and research
- Use search firms for specialized positions

Process/Timeline

Works well

- Developing my own search committee
- Early offer made early acceptance
- Time of process (from application to offer)

Needs improvement

- Timeline (seemed drawn out) from application to interview to offer
- Too many administrative steps to move forward (as hiring supervisor)
- Too many steps and approvals, too complicated
- Process from start to finish took longer than I was expecting
- Slow paperwork after offer (as new hire)
- I don’t want to be an HR generalist – too involved
- Need the right people with knowledge to execute the process correctly
- Make time expectations clear to candidates
- Being responsive
- Need timely and accurate benefit information before/after arriving

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

Priority 1

- Reduce the number of administrative steps where the college needs HR approval to move ahead (too many redundant steps, slows process too much, lose candidates)
- Reduce the steps and number of approvals/eligibility checks that need to be completed to interview/select and hire a candidate. The process takes too long and we will lose quality candidates by forcing them to choose some other offer because we are slow to act.
- The timeline from position announcement to offer, and how timeline is communicated to the candidate
- Increase the speed at which decisions are made from advertising to starting work.
- People conducting search can be more responsive/timely with letting candidate know where they are at in the process.
- Have central support (either at University level or college level) that acted as HR and took the hiring manager out that part of the process.
- Give better and accurate information regarding HR processing forms one has to fill, documents one has to produce.
- A more thorough resource for home finding support. Real Estate agents want to sell. Nice to see “non-student” rental properties.
- Making temporary faculty/staff housing available would be one. I couldn’t find a rental that allowed a dog, but wasn’t a student apartment.
- Appoint a good hiring chair/committee.
- Advertise position across U.S. and globally.
- Website (more friendly layout for external candidates) should be more cohesive.
- It would be helpful to have a salary listed in the position description.
- Don’t use Skype interviews to replace an in person interview. Too much interference. Impersonal.
- Better recruitment of partner/spouse.

Priority 2

- Better communicate the status of the position. Be consistent in offering moving expenses as part of job offer.
- Communicate timeline to hire. Speed up processes if possible. If not stay in contact with prospective hire.
- Help with housing options especially when you are not interested in buying
- Competitive or attractive offer
- Help with moving expenses.
- Offer some assistance for housing. Perhaps availability in Jardine or an agreement with some local companies to arrange for reasonable housing (but comfortable). Rent and prices are high in Manhattan but the salaries aren’t so high.
- Make sure the committee chair has the information necessary to answer questions about facilities/farms.
- More spousal hire support.
- Having the opportunity for a longer, on-campus interview.
- Meet people outside university in industry related to subject area.

- Reduce number of approvals needed by Affirmative Action and repeated approval of the same form. Reduce number of steps. Why does AA ask me if I want to go ahead with the interviews when my pool isn't "representative" that's not conducive to "best hire"
- Explanation of benefits and salary range with job posting(expected schedule)
- Hire more faculty to reduce teaching and service load of individuals.

Priority 3

- Better up-front coordination of housing, benefits, email account, etc. before the first day.
- Make sure new employees know what training or forms they need. I feel that a lot of the training I have received has been repetitive and did not cover some critical information.
- Moving expense reimbursement or subsidies.
- Start health insurance on first day of work.
- Information or a department to handle faculty housing
- Meet more faculty in department.
- More competitive start-ups.
- Improve startup funds across the University. Make sure offers are competitive in the field.
- Build university – wide support system.
- Speed up the hiring process.
- Have AA and HR work together instead of being separate offices/separate approvals.
- First round Skype (in lieu of phone interview).
- The way the position is advertised may not be reaching the most qualified individuals. Expand beyond a classified ad in the paper.

Focus Group 11

Underrepresented Populations

October 27, 2011

Funding/Resources

Needs Improvement

- Amount of funding
- Available funds for recruitment
- Financial competitiveness (salary, etc.)
- Funds to hire the best as we compete with other schools
- Lack of money to offer competitive salaries
- Salary available not competitive
- Committing without currency is counterfeit
- Lack of professional development plans and incentives (recruitment)
- Concentrated efforts to ensure dual career is insured?
- In making and finalizing offer, meeting the candidate's needs – funding and two-body problems (Dual Career)
- Federal rules getting in the way of dual career accommodations

Interview and Post Interview

Works Well

- My department is hiring high quality colleagues
- Providing positive experience for candidates and being accessible
- The hosting of candidates during interview

Recruitment

Works Well

- Broad advertising venues
- Contacting professional organizations (listserv, personal contact)
- Recruitment
- Utilize campus networks to distribute job openings
- Printed guidelines are very helpful
- Requiring detailed job descriptions
- Receiving applications

Needs Improvement

- Going beyond the “paper” recruitment – we need to go face to face
- Lack of advertising in diverse and ethnic venues, publications, and networks (social or otherwise)
- Marketing of our institution/city and its virtues to a diverse hire
- Reaching out through many networks – some less widely known avenues
- Weak recruitment plan (we’re not reaching out far)

Screening Process

Works Well

- Encouraging applicants to seek feedback
- Facilitation of self-assessment by applicants through job description and early feedback
- Transparency: Full disclosure of qualifications and criteria
- Encouraging search committee members to share details of critique/review
- Having and following a plan(s) throughout the process
- We make efforts to ensure there is diversity among the search committee

Needs Improvement

- “Good ol’ boy hiring practices” – who you know; limits others from pool
- Blind application evaluation systems not being used
- Evaluation on all aspects of the prospective job - what is good for the department?
Screening initial; recommending finalists
- Hired based on pedigree vs. competency (family based)
- Initial screening
- Competing priorities, agendas, interests
- Hiring own varies by department – look at institutional culture
- Our current and past aversion to considering high quality graduates from our own programs
- Instructions of the dean regarding department demographics (institutional culture of unit)
- Low numbers of diverse colleagues presently on campus
- Making sure all voices on committee are listened to and understood
- Not having multiple, diverse, and ethnic representation on search committees

- After the search committee makes recommendation, other persons are selected by search chair/department head
- Lack of open communication between search committee members and high-level administrators (e.g., funneling through chair)
- One-size hiring procedures (25 step plan) does not fit all units, nor all jobs
- Overemphasis on professional/professional society publications for advertising

Search Committee

Works Well

- A search committee comprised of people from all levels of department (i.e., full, associate, assistant, grad, etc.)
- Brainstorming by committee as initial process – key needs for hire
- Encouraging search committee members to participate by ranking/weighting criteria
- Establishing search committee
- My department has excellent “buy in” for hiring process – lots of participation and support
- Phenomenal support staff for committees
- Camaraderie between chairperson and DPP works well
- Having access to AA staff to counsel through the process
- Trust and confidentiality of proceedings

Needs Improvement

- Amount of help in Office of Affirmative Action
- Dissemination of OAA resources available to search committee chairs
- Antiquated rules/approach for establishing and selecting search committees. Lack of diversity in decision making process
- Impressing upon search committees the importance of focusing on position description standards
- Inadequate support and training of committee chairs assigned to serve
- Search committee training: university-wide and peer-to-peer
- Confidentiality
- Central resources to support units: dual career support, funding, etc. (some departments lack resources)
- Disparate community outreach – realtors showing low income parts of town; schools, community; meeting BFSA, Alianza
- Improve communications with Chamber of Commerce in terms of diversity competencies, i.e., Latinos being shown houses in less affluent parts of town

Time and Inefficiency

Needs Improvement

- Length of time
- The agility of the process by eliminating excessive paperwork
- The time recruitment takes usually up to 3-5 months
- Time concerns in whole process
- Too cumbersome, too many meetings (email not permitted, etc.)

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

Priority 1

- Apprise candidates of the “fine print” whenever possible: When a position is “upgraded” from a B.S. to M.S. preferred or converted from a postdoc/research faculty to a research associate position, say so. Ditto for positions that “require” a qualification, such as citizenship, permanent residency, etc. (i.e., comply with AA and EEOC regulations but don’t advertise in “code” – this results in a majority of ineligible applicants).
- Diversifying (age, gender) the search committee equally. Having one male and one person of color in a committee of 11 (or however many) makes it seem as those two people are tokens. Along the same lines, using the same person over again gets old.
- Have persons that serve on search committees attend and be on board, and open-minded to the value of ethnic minorities and what they can bring to the workplace. Therefore have a qualified person attend a mini workshop on diversity so that people can let go of biases and serve the committee openly and fairly.
- Properly staffing Office of Affirmative Action to increase support to search committees and hiring authorities, principally in the area of education (search committee training).
- Mandate hiring of enough diverse faculty (female, minority, gay)
- Eliminate having to complete Part 1 of Appendix 12 and send it to Office of Affirmative Action, then wait [for] approval and get the form back to complete Part 2 of Appendix 12.
- Length of time from start to finish – lost candidates due to other job offers.
- Greater consideration given to hiring those who are products of K-State (when highly qualified candidates are present).
- Increase funds available to offer to top notch diverse candidates in order to compete nationally (e.g., salaries, incentives, mentorship, support).
- Limit to recruitment “funding” in all areas.
- Make funds available to remain competitive in terms of diversity and dual career hiring.
- Provide central resources to support hiring. Departments must often fund their job searches from Foundation or college – it’s a University priority to increase campus diversity so central funding should support these efforts. Can include start-up support for hires; expenses of bringing candidates to campus, etc.
- Use all resources to attract top diverse candidates from advertising process through hiring and support post-hire.

Priority 2

- Add numbers to staff in Office of Affirmative Action.
- Ask outsiders (from other departments and/or community with diverse sensitivity) to serve on search committees so that the climate in the room/meetings is inviting and welcoming to give honest feedback and great outsider feedback in decision making – make more centralized process; more minority ethnic females need to be on committees.
- Consideration given to the need for mentoring underrepresented students (as evidenced by the hiring of diverse, highly qualified staff who look like those we want to recruit and retain – thereby providing role models and exposure to diversity for majority students).
- Facilitate (and when necessary, mandate) openness and transparency in the hiring (especially the screening) process: make sure all search committee members are apprised of the time and location of meetings before final decisions are made. (I have served on administrative hiring committees that met behind closed doors in an

undisclosed location without all committee members in order to close a search (national in one case, internal in another) and switch to an internal search or to cancel the search in favor of retaining the existing faculty member.)

- Know what is meant when using the term “diverse” – make sure everyone is using the same definitions – often the term is defined narrowly.
- Make efforts to increase the cultural competency of our existing faculty as a means to improve climate of our units and departments in relation to diverse applicants (via systemic, consistent professional development over time to shift the long-standing closed mindedness of the good ol’ boy network). Climate can make or break a hire.
- Customize hiring procedures. The new 25-step procedure can’t work for all unclassified searches – far too cumbersome and time consuming and may also erode campus confidence in hiring process. Units that have poor records in diversity hiring may need extra attention, but units with good records will resent meddling via cumbersome requirements.
- Implement a form of checklist and blind review in the search process.
- Streamline the completion of the appendices. It seems there’s some duplication in Appendix 8 or 9 with Appendix 12.
- Finding additional financial resources to invest in meaningful efforts at increasing the diversity of our K-State hires.
- Fundraising for salaries to bring more qualified and diverse candidates and to keep our talent. People are leaving because they don’t seem valued.
- Raise salaries and lower teaching load (as we now have many more duties, e.g., advising, supervising undergraduate research, than 10 years ago).
- Professional development plan/guidelines

Priority 3

- Be sure the person/people chairing search committees have time to devote to the process, are clear of their responsibilities and are not biased (or try to steer the members of the committee to one decision).
- Make sure search committee members want to be on the committee and/or know their charge and the scope of their responsibilities. Otherwise, other unit and search committee members will (have to) pick up the slack to define the mission
- Reward participants in search process for their time. Undue burdens of time can be placed on small numbers of people (same underrepresented folks called on again and again).
- Utilizing the Office of Affirmative Action in training search committees.
- Change the boys culture of some (my) departments.
- Give units the search committee training in a way that allows each to tailor strategies that work for the specific unit while meeting the objectives of recruiting a diverse and qualified workforce.
- Complexity of process
- Increase efficiency and agility of process by using electronic workflows and approvals.
- Number of steps to the hiring process.
- Consider our own highly qualified diverse candidates who know and understand the culture and nature of our students and community.
- Enhanced communication with candidates as hiring process is complete. Disclosure of specific needs that department wanted to meet.
- Support the person once they (he/she) is hired. Don’t consider the “job finished” once the hire is made.

- Dual career opportunities so that families can stay in the community and offer funding for all persons more equitable.

Appendix A

Hiring Process Assessment Focus Group Participants October 2011 n=125		
Participants	Title	Affiliation
David Allen	Associate Professor	Education
Barbara Anderson	Associate Professor/Department Head	Human Ecology
Suzy Auten	Administrative Assistant to the Provost	Provost Office
Amy Betz	Assistant Professor	Engineering
Subramanaym Bhadriraju	Professor	Agriculture
Michelle Bowen	Director, Human Resources & Diversity	K-State Libraries
Merry Bower	Assistant Professor	K-State Libraries
Louise Breen	Associate Professor/Chair	Arts & Sciences
David Burke	User Interface Designer	Information Technology Services
Karla Bylund	Manager Compensation & Classification	Human Resources
Rob Caffey	Director - Office of Mediated Education	Information Technology Services
Steve Cassou	Professor	Arts & Sciences
Edgar Chambers IV	Distinguished Professor	Human Ecology
Lindsay Chapman	Assistant General Counsel	President Office
Tosha Sampson Choma	Instructor	Arts & Sciences
Janelle Corkill	Web Specialist	Communications and Marketing
Anita Cortez	Director/Developing Scholars	Student Life
Kelli Cox	Director - Planning and Analysis	Provost Office
Jo Crawford	Head, Content Development & Acquisitions	K-State Libraries
Evelyn Dakken	Administrative Specialist	Communications and Marketing
David Delker	Associate Dean/Professor	Salina
Anand Desai	Associate Dean/Associate Professor	Business Administration
Anita Dille	Associate Professor	Agriculture
Dorothy Doan	Administrative Assistant	Agriculture

**Hiring Process Assessment Focus Group Participants
October 2011 n=125**

Participants	Title	Affiliation
Elizabeth Dodd	Distinguished Professor	Arts & Sciences
Linda Duke	Director	Beach Museum of Art
Deb Eakes	Senior Administrative Specialist	Division of Continuing Education
Lindy Eakin	Director of Fiscal Services	Olathe
Ronnie Elmore	Associate Dean/Professor	Veterinary Medicine
Terri Fayle	Senior Grant Specialist	Research and Extension
Pam Foster	Associate Director	Affirmative Action
Jennifer Gehrt	Director of Human Resource Services	Human Resources
Tanya Gonzalez	Associate Professor	Arts & Sciences
Myra Gordon	Associate Provost - Office of Diversity	Provost Office
Rebecca Gould	Director iTAC/Professor	Information Technology Services
Bette Grauer	Assistant Dean	Engineering
Kathleen Greene	Director-Educational Supportive Services and the McNair Scholars Program	Student Life
Cheryl Grice	Manager, Employment Services	Human Resources
David Griffin	Assistant Dean/Associate Professor	Education
Jim Guikema	Associate Vice President	Graduate School
Kevin Gwinner	Professor	Business Administration
Sharon Hartwich	Budget/Fiscal Officer	Architecture, Planning & Design
Patsy Havenstein	Budget/Fiscal Officer	Engineering
Julie Henton	Associate Director	Human Resources
Casey Hoeve	Assistant Professor	K-State Libraries
Cindy Hollingsworth	Marketing Technology Coordinator	Communications and Marketing
JohnElla Holmes	Instructor	American Ethnic Studies
Viki Horan	Administrative Coordinator - Vice Provost	Information Technology Services
William Hsu	Associate Professor	Engineering
Jeff Hornsby	Professor and Director of the Center for the Advancement of Entrepreneurship	Business Administration

**Hiring Process Assessment Focus Group Participants
October 2011 n=125**

Participants	Title	Affiliation
Neal Hubbell	Associate Professor/Associate Head	Architecture, Planning & Design
Angela Hubler	Associate Professor	Arts & Sciences
Pat Hudgins	Human Resource Specialist, Business Office Manager, Classified Advertising Adviser	Arts & Sciences
Derek Jackson	Director - Department of Housing & Dining	Student Life
Shreepad Joglekar	Assistant Professor	Arts & Sciences
Roberta Johnson	Senior Director for Administration and IT Services	K-State Libraries
Sara Kearns	Associate Professor/Department Head	K-State Libraries
Emizet Kisangani	Professor	Arts & Sciences
Marianne Korten	Professor	Arts & Sciences
David Lambert	Department Head/Professor	Agriculture
Paul Lowe	Assistant Vice President/Director	Research
Barb Lutjemeier	Postdoctoral Fellow	Veterinary Medicine
Eric Maatta	Department Head	Arts & Sciences
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Dawne Martin	Assistant Dean for Diversity	Marketing
Peggy Matthews	Administrative Officer	Arts & Sciences
Kris Mauck	Public Service Administrator II	Human Resources
Juanita McGowan	Assistant Dean/ Associate Professor	Arts & Sciences
Cheryl Miller	Administrative Assistant	Vice President for Research
Linda Miller	Office Manager	Biosecurity Research Institute
Bettie Minshall	Coordinator	Division of Continuing Education
Pam Monroe	Administrative Assistant	Education
Amanda Morales	Assistant Professor/C&I Graduate Program Advisor	Education
Gary Mortenson	Professor/Department Head	Arts & Sciences
Joe Myers	Physical Plant Supervisor	Facilities
Karen Myers-Bowman	Associate Professor	Human Ecology
James Neill	Professor/Department Head	Arts & Sciences

**Hiring Process Assessment Focus Group Participants
October 2011 n=125**

Participants	Title	Affiliation
Rita Newell	Assistant to the Dean	Human Ecology
Gina Nixon	Business Manager	Agriculture
Brandy Nowakowski	Administrative Assistant	Veterinary Medicine
Ken Odde	Department Head	Agriculture
Wendy Ornelas	Associate Dean/Professor	Architecture, Planning & Design
Salvador Oropesa	Interim Department Head/Professor	Arts & Sciences
Marcelo Ortigao	Assistant Professor	Agriculture
Sonya Paph	Business Manager – Vice President for Student Life	Student Life
Jaime Parker	Senior Administrative Specialist	Affirmative Action
Ernie Perez	Manager	Information Technology Services
Dallas Peterson	Professor	Agriculture
Angie Pfenmaier	Public Service Administrator	Graduate School
Heather Reed	Associate Dean/Director-Student Life	Student Life
Dave Rintoul	Associate Director/Associate Professor	Arts & Sciences
Madaí Rivera	Admissions Coordinator for Hispanic Recruitment	Human Ecology
Roberta Robinson	Administrative Assistant	Olathe
Priscilla Roddy	Chief Financial Administrative Officer	Veterinary Medicine
Alyson Rome	Director Fiscal Affairs	Salina
Stefan Rothenburg	Assistant Professor	Arts & Sciences
David Sachs	Professor	Architecture, Planning & Design
Scott Schlender	Assistant to the Dean	Graduate School
David Seamon	Professor	Architecture, Planning & Design
Andrea Sexten	Assistant Professor	Agriculture
Jeremy Sharp	Engineer/Project Manager	Facilities
Gurdip Singh	Professor/Department Head	Engineering
Lauren Sjulín	Advisor	Business Administration
Jackie Spears	Professor/Director, Center for Science Education	Education
Frank Spikes	Professor	Education

**Hiring Process Assessment Focus Group Participants
October 2011 n=125**

Participants	Title	Affiliation
Lynda Spire	Assistant Dean	Division of Continuing Education
Alysia Starkey	Associate Professor	Salina
Dave Stone	Professor	Arts & Sciences
Megan Tate	Business Manager	Engineering
Kay Ann Taylor	Associate Professor	Education
Mary Tolar	Director - School of Leadership Studies	Provost Office
Megan Umscheid	Project Coordinator	President Office
Susana Valdovinos	Director - Office of Academic Personnel	Provost Office
Amber Vennum	Assistant Professor	Human Ecology
Marlene Walker	Public Service Administrator I	Salina
Karin Westman	Department Head	Arts & Sciences
Todd White	Assistant Professor	Agriculture
Michelle White-Godinet	Assistant Director	Affirmative Action
Susie Wilkinson	Administrative Officer	Agriculture
Fran Willbrant	Assistant Vice President	Administration and Finance
Loren Wilson	Interim Director - Information Systems Office	Information Technology Services
Brett Wong	Assistant Professor	Arts & Sciences
Dedra Woydziak	Administrative Officer	Division of Continuing Education
Kristine Young	Assistant Provost/Professor	Provost Office

Appendix B

Phases for Recruitment and Hiring of Unclassified Staff Using Merit Selection Process

1. Identify need/receive approval to fill vacancy or new position and method for filling
 - Includes appropriate 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