Talent Acquisition Hiring Guide
# Table of Contents

Overview ...................................................................................................................................................................................

Diversity with Inclusion ...................................................................................................................................................................................

Talent Acquisition Hiring Phases .................................................................................................................................................................

  Phase 1: Request Position & Establish Search Committee ........................................................................................................
  Advertisement Guidelines: ..........................................................................................................................

  Phase 2: Selection and Interview ..................................................................................................................................................
  Use of Minimum Qualifications as Pre-Screening Tool .............................................................................................
  Best Practices for Screening Application Materials .................................................................................................
  Use of Preferred Qualification for Further Screening .................................................................................................

  Phase 3: Hire ..............................................................................................................................................................................

Recruitment and Retention of Historically Under-Represented (HUR) Faculty and Staff ...........................................

Compliance ..................................................................................................................................................................................

The Do’s and Don’ts of Conducting an Interview ........................................................................................................

Forming the Search Committee / Interview Panel ................................................................................................................

International Hiring ...................................................................................................................................................................

Interviewee Communications...........................................................................................................................................................

Valuing Candidate Experience...........................................................................................................................................................

Total Rewards ..........................................................................................................................................................................

Kansas State University Branding ...........................................................................................................................................

The K-State Principles of Community ............................................................................................................................................

K-State Dual Career Network ..................................................................................................................................................

Reference and Background Checks....................................................................................................................................................

  Reference Checks ............................................................................................................................................................
  Background Checks ..........................................................................................................................................................

Guidelines on the use of Social Media as Information Gathering on Candidates ..............................................

Assessment Tools ..........................................................................................................................................................................

Open Forum Instructions ...............................................................................................................................................................

  K-State Qualtrics® Survey ....................................................................................................................................................

Kansas Open Records Act .................................................................................................................................................................

Additional resources ........................................................................................................................................................................

Contact Us .................................................................................................................................................................................
Overview

Kansas State University commits to recruit, attract, retain, reward and develop talented, high-performing, and diverse workforce by providing equal employment opportunity for all. The university strives to ensure compensation, provide individuals with the necessary institutional support, and implement programs to improve work/life balance and support dual-career hiring efforts.

The University recognizes that it is strengthened by enlarging its community of well-qualified individuals by fostering a work environment that embraces diversity, encourages creativity, excellence, high morale in faculty and staff and responds to the changing needs of students and employees. Kansas State values communication and collaboration, and our goal is to be respectful, trusting, fair, and collegial for all. Hiring managers with the support of Human Capital Services (HCS) are tasked with the immediate responsibility for recruiting, supporting, assisting, mentoring, and, thus, retaining employees with a diversity of backgrounds and experiences.

This manual serves as a “go-to” guide for information on recruiting and on-boarding practices that can be utilized by hiring decision makers for vacancies at the University. One of our critical goals is to ensure that we engage diverse talent and provide every job seeker with equal access to the entire process and equal opportunity throughout the process. The following pages enumerate the required procedures, practices, and requisite forms to use in effectuating Kansas State University’s commitment to these objectives.

Diversity with Inclusion

Kansas State University is committed to maintaining a community which recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that diversity among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Diversity is not only one of the eight “common elements” that underlie our K-State 2025 vision and goals, but it is also a value we embrace as an institution that is critically important to the future of our students, our faculty and staff, and our university community. It is core to our missions and embedded in our principles of community.

Human Capital Services has developed a Diversity and Inclusion Plan and intend to share it with the university community before the December 2015.
Talent Acquisition (TA) Hiring Phases

The steps to the hiring process are outlined below:

Phase 1: Request Position & Establish Search Committee

Step 1: Justify and Obtain Approval to Fill a Position

Determine the need to create a new position, refill, or assign responsibilities to an existing position. Before a filled position can be recruited for you must determine the details of the position. Review the position description to determine if any changes or updates should be made and identify the key elements of the job.

a. Access your department’s staffing needs by discussing the following questions: Is the work effectively distributed? Does the existing structure deliver efficient results? Does the budget support the position? Is there a gap in services that are currently being provided in the unit? What experience is needed in order to meet the unit’s K-State 2025 strategic plan?

b. **Ensure that a valid position description exists.** If none exists or has not been updated, work with the Compensation & Organizational Effectiveness team to create one using the PER-1. (Signed form may be scanned and emailed to HRComp@ksu.edu.) A PER-1 is required for all university support staff (USS) and unclassified staff positions.

c. The hiring manager establishes selection criteria based upon the education, past experience, along with knowledge, skills, and abilities (KSAs) that prospective applicants should possess to perform the job. Other questions to be discussed are: Where would you find top talent? What is necessary to attract top talent?

☐ For a faculty position, also determine any funds required for start-up commitments. Discuss the need with the appropriate supervisors, department heads, and obtain Dean approval, as applicable

☐ For academic units, if this is not a Term Appointment or previously approved in the staffing plan, you must obtain approval from the Provost to move forward in the search process

☐ If this is a Term Appointment, and an already existing position, then you may begin the recruitment process and ‘Identify the Search Committee’ – skip to Search Committee/Interview Panel Process

☐ If this is a Term Appointment and a ‘New Position’, then you must request a ‘New Position Number’ from the Budget/Fiscal Officer in your college or unit. The Budget/Fiscal Officer will then assign the new position number in the HRIS and send the new position number to the hiring manager or HCS liaison and the Budget office

☐ The hiring manager can now move forward with identifying the Search Committee/Interview Panel and proceed to the next steps

☐ For all Faculty, Unclassified, and USS positions, the HCS Liaison or Search Committee/Interview Panel prepares a Job Requisition Form and then submits it to the
Department or Unit Lead for approval. Afterwards, the Job Requisition Form is submitted to the College or Unit Lead for approval. After approvals are obtained, please forward the Job Requisition Form, approved PER-1, and the Position Announcement to Talent Acquisition.

**Step 2: Search Committee/Interview Panel Process**

- The hiring manager charges the Search Committee/Interview Panel and confirms that all Search Committee/Interview Panel members have completed the required online Search Committee/Interview Panel training within the last year. It is a requirement that they complete the online ‘Search Committee/Interview Panel Training’ before moving forward with the sourcing strategy as indicated in the Job Requisition Form. *(The training will be available online by October 2015 and hiring managers can view HRIS training records to verify completion.)*

- If all Search Committee/Interview Panel members have received training within the last year then proceed with the sourcing strategy plan.

**Step 3: Implement sourcing strategy**

After obtaining all necessary information, proceed with the following:

- Search Committee/Interview Panel or HCS Liaison write the Position Announcement and develop the sourcing and diversity strategy plan *(see Tips above for suggestions on how to create the position announcement)*. You can work with Talent Acquisition to create a strategic sourcing and diversity plan to ensure the university is an equal opportunity employer.

- Talent Acquisition will post the Position Announcement to the KSU Job Site, State Employment Website (as applicable), LinkedIn, Job Boards, and any other identified strategic sources.

- Talent Acquisition will notify the hiring manager, HCS liaison, and/or Search Committee/Interview Panel chair when the position has been posted.

- Talent Acquisition will place local newspaper ads for USS and Unclassified (as requested) recruitments.

- Any additional advertising should be placed within one to five (1 – 5) days of Talent Acquisition posting the position announcement, if possible.

- All jobs must be posted for a minimum of seven days for internal searches. External searches can indicate in their advertisements that screening begins immediately and continues until the position is filled, screening begins on (insert date) and continues until the position is filled, or an application deadline. For assistance in any of these areas, the hiring manager and/or Search Committee/Interview Panel may contact their HCS Liaison or Talent Acquisition team member.

- Hiring manager, HCS liaison and/or Search Committee/Interview Panel chair implement the sourcing strategy and also ensure that the position is posted on the department website.
Additional Considerations:

- If a department recruits for a vacancy that is the same job title as another vacancy filled within the past 60 days, a second candidate may be selected from the same group of applicants with permission from the college or other unit lead. The hiring department should review Step 1 and submit the position number for the second vacancy to Talent Acquisition. This information will be associated with the existing recruitment records.

- If the hiring manager establishes that the maximum budgeted allocation for the position is higher than the approved budget from the college or unit budget officer, then it will require approval through the college or other unit lead.

- Internal search – Open to current Kansas State University employees. An internal posting should be advertised for seven days. The posting should be advertised on the unit or department’s website and Talent Acquisition will post the position on the university jobs website. An internal posting may be changed to an external search if the department or unit is not satisfied with the initial application pool. Talent Acquisition is available for consultation.

- External search – Open to internal and external candidates

Advertisement Guidelines:
Knowing where to find top candidates with specialized skills, certifications, or experience; and developing a comprehensive outreach and advertising strategy will increase the probability of a broad and diverse applicant pool. Your Talent Acquisition Strategic Partner can assist you with advertising your position and developing the recruitment and diversity strategies for sourcing effectiveness.

- All jobs are advertised on our website: K-State HCS Job Opportunities.

- Contact your Talent Acquisition (TA) team member in HCS to place postings on external job boards and social media sites. Your TA team member can assist in composing the posting/ad, giving advice on available resources to ensure the best exposure for a vacancy, and facilitating the process of gathering quotes for resources. For USS position - Your Talent Acquisition team member will place ads locally in area newspapers. Any ads for USS positions located throughout the State will be posted by the hiring manager.

- All ads need to be reviewed and endorsed by your Talent Acquisition team member to ensure compliance prior to posting or advertising.

- All external ads must include the following AA/EOE clause: “Kansas State University is an Equal Opportunity Employer of individuals with disabilities and protected veterans.” In addition, all ads must include that a background check is required. It is also recommended, but not required, ads include: Kansas State University actively seeks diversity among its employees.

- IMPORTANT: Departments or the HCS liaison is responsible for maintaining a list of all external advertisement efforts as well as a copy of each advertisement for five (5) years.
Phase 2: Selection and Interview

Step 1: Prepare for interviews

- After the job has been posted, begin preparation for the interview process. For Faculty and Unclassified position, HCS Liaison or Department designee sends email to candidates to request *self-identification*
- The candidate completes the ‘Self-ID’ request
- Talent Acquisition collects all Self-ID responses
- Develop an interview plan. Please review the [scheduling guide](#) for guidance and assistance on how to schedule interviews

For USS searches, a Talent Acquisition team member reviews résumés for minimum qualifications and release any qualified résumés to the HCS liaison or hiring manager for consideration any time after the position has been posted a minimum of five days.

For all other searches, the HCS liaison or Search Committee/Interview Panel can review résumés for minimum qualifications and release any qualified résumés to the Search Committee/Interview Panel or hiring manager for consideration any time after the position has been posted a minimum of five days.

- Thoroughly evaluate credentials of all minimally qualified applicants based upon established written job-related criteria. Make notes to follow-up on any gaps in employment or any information that seems vague or needs clarification
- Select top qualified applicants that require additional screening. You may notify the applicants that are no longer being considered for the position
- Develop Screening Guidelines in order to assess candidates fairly and consistently prior to screening materials
- Conduct phone/email screenings with top candidates and forward results to the hiring manager
- Determine how long the interviews should take, and if possible, schedule the interviews morning/afternoon or on consecutive days to allow for better comparisons of applicants
- Determine interview locations and schedule timeslots with the interview committee

Use of Minimum Qualifications as Pre-Screening Tool

Prior to review of applications, the Search Committee/Interview Panel identifies candidate screening and evaluation criteria to ensure that the criteria are clearly defined, job-related, and understood by the search committee. After screening and evaluating the applicants, the Search Committee/Interview Panel or HCS liaison completes the [Job Summary Form](#), listing all applicants, and applicants’ explanation for non-selection. There is no further review of this information, as such, it is essential that the sourcing strategy plan follow established diversity hiring guidelines.

If the Search Committee/Interview Panel determines that no applicants meet the qualifications, the college or unit lead discusses the committee’s determination of an unsuccessful search. The hiring manager and Search Committee/Interview Panel chair may determine whether to close the search or to take additional actions such as re-visiting the
pool, extending the search, and/or reviewing the applications that were received after the priority screening or closing date. Notify your TA team member with this determination as soon as possible.

**Best Practices for Screening Applications Materials**

Search committee/Interview Panel members are held accountable for the recommendation to the hiring manager. As such, they are expected to actively participate in the hiring process. As decided by the hiring manager, the search committee could assist in the development and/or execution of search strategies which attract a diverse pool of candidates.

The hiring manager or search committee develop the screening matrix to evaluate the qualifications/credentials of each applicant as evidenced through their application, resume, or curriculum vitae. To maximize transparency and ensure consistency in the hiring process, discuss and/or develop the screening matrix among search committee members prior to screening candidate materials.

To initiate the screening process, the search committee will apply the criteria described in the position announcement and/or job description and will avoid changing the criteria in such a way as to include or exclude any particular candidate. Each candidate shall be evaluated in a consistent and fair manner.

The screening matrix should list all minimum qualifications and may include preferred qualifications. Once a candidate is determined to meet the minimum qualifications, committee members are likely to review candidates based on preferred qualifications or the strength of their experiences. Please note there are required skills that cannot be ascertained from the application materials, e.g. verbal communication skills. Those qualifications should not be included on the initial screening matrix, as they will be determined through either the interview process or reference check.

Search committee members should evaluate each candidate’s entire application and should not depend too heavily on only one element of their materials (e.g., letters of recommendations, the prestige of the degree-granting institution or postdoctoral program). During the evaluation process, the search committee should reflect on bias that may be introduced by relying too heavily on any one factor.

Search committee members should maintain a consistent application of standards when retaining or excluding candidates for consideration. It is essential that each candidate be afforded an equal opportunity during the selection process.

**Use of Preferred Qualification for Further Screening**

Talent Acquisition certifies all candidates as meeting the minimum requirements in the USS hiring process. As such, departments must consider all candidates in the screening process, using the preferred criteria set forth on the screening tool. This tool allows departments to rate applications based on those qualifications beyond the minimum requirements, i.e. the preferred selection criteria. Caution must be taken to ensure that the preferred knowledge, skills and abilities used to screen are actually needed in the job. Selection criteria must be applied equally to all candidates. This process is necessary to identify the top candidates through a structured process based on a point system.
After considering all the campus feedback, the Search Committee/Interview Panel prepares recommendations identifying candidates as acceptable or unacceptable and their strengths and weaknesses. The Search Committee/Interview Panel chair or the Search Committee/Interview Panel meets with the hiring manager to discuss recommendations and share the search committee’s perspective(s) on each candidate.

Talent Acquisition recommends that search committees interview their top tier candidates that meet the qualifications for the position.

**Step 2: Conducting interviews**

**Before the Interview:**
- Schedule an appropriate location
- Review the job description
- Draft and agree upon the interview questions to be asked
- Review the candidate's resume/application
- Agree on the format for the interview
- Ensure that you know and can identify the indicators of the candidate's ability to perform the job
- Develop a screening tool to access candidates

For each interview conducted, provide the interview committee the following information:

- Interview schedule
- Interview questions
- Interview screening form
- Application materials submitted by each candidate

**During the Interview:**

The purpose of an interview is to gather job-related information, provide information to the candidate about the job and the university, treat all similarly qualified applicants consistently without regard to protected class status, present the university as a desirable place to work, and create adequate documentation to justify the selection decision. To achieve these goals, the following needs to be observed:

- Closing the pool prior to initiating interviews is recommended to prevent later applicants from affecting the progress of current interviews
- Only interview candidates that have met the requirement criteria and minimum qualifications for the position (For USS recruitments - Applicants will be pre-screened to ensure they meet the minimum requirements prior to materials being sent to the hiring manager)
- Introduce committee members and explain the format of the interview
- Ask open-ended informational, situational, and behavioral questions based upon the
Interview questions that were provided to the panel. Let the applicant do most of the talking

- Keep the interview on track and on time
- Give the applicant the opportunity to ask questions. Common questions will be about the pay, total rewards (benefits), and the time frame for making the decision
- Regarding pay, tell the applicant that Human Capital Services sets all starting salaries and that the salary will be the exact amount advertised or somewhere within the salary range that was posted (if applicable) on the position announcement. If they have not provided on their application the minimum salary they would consider acceptable, you may ask them for this information during the interview
- The Search Committee/Interview Panel or HCS liaison can provide the applicant with information about benefits for eligible employees
- Regarding the time frame, let the applicant know if you have other interviews scheduled and that no official offer can be made until all approvers review and sign off on the offer
- Inform the applicant that references will be checked and ask if you can check references and pursue references not listed on the resume
- Conclude the interview by thanking the applicant for their time and letting them know when they can hear back from you
- Some positions may require a presentation at an Open Forum. If this is the case, the Search Committee/Interview Panel will make arrangements for the candidate. The Search Committee/Interview panel must provide the candidate with the topic for presentation and provide them with adequate time to prepare. All candidates participating in presentations should present on the same topic
- Search Committee/Interview Panel will also create a feedback survey to be given to the Open Fora attendees to complete after the presentations. The Search Committee/Interview Panel collects all Open Fora Feedback Data

**Step 3: Conduct post-interview activities**

After final interviews have been conducted, complete the following post-interview activities:

- If not already done, close the posting. Contact your HCS liaison and/or Talent Acquisition team member to close the posting. USS posting will be closed automatically at the end of the closing date
- Assess the information gathered in the interviews to determine which candidate best matches the selection criteria established for the screening process. Use only information that is job-related
- Provide and gather job-related feedback on the candidates
- Hiring Department and Search Committee/Interview Panel check references after the initial interview. This interview may be conducted by phone, zoom, or in person. It is preferable to conduct references on the final candidates only. It is essential to inform the candidates that you will be checking their references to ensure that you are not
jeopardizing their current employment. Some candidates may request that you not contact their current employer unless they are the final candidate selected for an offer.

☐ Satisfactory **Reference Checks** are a condition of employment for new employees. The purpose of checking references is to verify the accuracy of the information provided by the applicant, determine the similarity between past work experiences and the job vacancy, and ascertain personal characteristics such as dependability, attendance, work ethic, etc.

**Phase 3: Hire**

**Step 1: Submit hire request**

After going through the initial process of recruitment, assessment of qualifications, reference and background checks, consider the following procedures in selecting the most-qualified candidate:

☐ The HCS Liaison or Search Committee/Interview Panel must fully complete the **Job Summary Form** after a hiring decision has been made. Departments must obtain permission to hire candidates of choice from their Talent Acquisition team member and the Dean **prior** to extending an offer. The hiring manager may indicate their top three choices on the form, if applicable.

☐ For USS, an offer of employment may be extended immediately upon approval to hire. Any offer above minimum rate must obtain prior approval before the higher rate is offered to the candidate. This does not apply to USS positions identified by Talent Acquisition as hard to fill and advertised with a pre-approve range.

☐ Hiring Department initiates the background checks. Final candidates for positions, as well as final candidates for temporary appointments that may exceed six months are subject to background checks. In some cases, there may be a need to conduct additional checks.

☐ Current employees **may also** be subject to background checks when they transfer jobs if their current position changes duties in such a way that makes a background check appropriate.

☐ Criminal history and sex offender checks are conducted for all positions. A credit history or motor vehicle check is appropriate for some position based on position responsibilities.

☐ Before submitting the Job Summary Form, make sure to update the status of all candidates:
  - **Explanation for non-selection** – candidates who are no longer being considered for the position
  - **Recommended for Hire** – reflects the applicant that you would like to hire for the position. This status only becomes available after having interviewed the applicant.

☐ Select the final candidate based on established, job-related criteria and complete the Job Summary Form. This information will be subject to review, and additional
information may be requested.

☐ At the time of the hiring request, all applications currently received should have been reviewed and fully considered for the position.

**Step 2: Make an offer**

Once the Division of Human Capital Services designee and/or the Background Check liaison notify you that the background check and request to hire are complete and that all approvals are given, an official offer of employment may be extended to the chosen candidate. The following actions are recommended during the final process:

☐ For Faculty and unclassified hires - The Hiring Department finalizes the offer letter, extends the offer and negotiates the salary (if applicable) with the candidate. The offer letter shall be developed using one of the letter templates available on the Talent Acquisition website

☐ *All Offers are “Contingent” upon passing the Background Check process*

☐ The Hiring Department then sends the offer letter and initial contract to the Dean or their designee for approval

☐ The Dean or their designee approves and sends the Initial Contract to Talent Acquisition. If hiring outside of advertised salary range, please provide justification for hiring outside of the salary range with the Initial Contract

☐ Once the offer has been accepted and the signed offer letter is received from the candidate, provide a copy of the signed offer letter and contract to the Resource Center in Human Capital Services when you submit the hiring paperwork

☐ For USS hires – The hiring department verbally extends the offer to the candidate and negotiates the salary (if applicable). Optional for USS – departments may use one of the basic offer letter templates available on the Talent Acquisition website

☐ HCS Liaison or Department designee notifies unsuccessful interviewees that they were not selected

☐ If a background check is unsuccessful, HCS Liaison will work with the candidate on the appeal process

☐ The HCS liaison will complete the new hire paperwork with the newly hired employee

☐ HCS liaison will forward completed New Hire paperwork (including I-9 verification and sign-on for the employee’s first day) to the Budget/Fiscal Officer or the unit designee

☐ Budget/Fiscal Officer or unit designee will enter the employee into the HRIS System and notify HCS Resource Center to verify the new employee information in the HRIS

☐ *For USS hiring*, original application materials are forwarded to hiring managers at the close of the job listing. These original documents, along with a copy of the Job Summary Form must be returned to Talent Acquisition within 10 days of hiring the selected candidate

☐ Departments or the HCS liason should keep copies of recruitment materials for their records for up to five (5) years.
Recruitment of Historically Under-Represented (HUR) Faculty and Staff

Utilize best practices for the recruitment of historically under-represented persons, including:

- Compiling Talent Acquisition and disciplinary recruitment resources and promoting their use, as well as TA’s recruiting publications
- Documenting recruiting resources used and the yield based on voluntary applicant self-identification
- Integrating the Diversity Point Person, (DPPs) into the search process by asking them for resources to broaden the applicant pool and/or inviting the DPP to participate in the interview process
- Crafting position announcements to attract a broad base of excellent and diverse applicants
- Developing a standard set of interview questions that address cultural competence
- Requiring systematic best-practice Search Committee/Interview Panel training prior to searches
- Enhancing the campus visit/interview experience by including HUR faculty and staff in open forums and receptions and/or by including appointments with the Associate Provost for Diversity on candidate itineraries
- Implementing a post-hire evaluation of the search process

Compliance

Title IV

Kansas State University has a valid and active Program Participation Agreement with the U.S. Department of Education under which the university is eligible to participate in each of the following listed Title IV, Higher Education Act, HEA, programs: Federal Pell Grant Program, Federal Family Education Loan Program, Federal Direct Student Loan Program, Federal Perkins Loan Program, Federal Supplemental Educational Opportunity Grant Program, Federal Work Study Program, Teacher Education Assistance for College and Higher Education Grant Program, and the Iraq and Afghanistan Service Grant Program. The Program Participation Agreement was most recently renewed in 2011 with the U.S. Department of Education with subsequent renewal application due by December 31, 2016.

Kansas State University has no limitations, suspensions, or termination actions to report in regard to any U.S. Department of Education findings per its participation in Title IV federal student aid programs. Along those same lines, Kansas State University has nothing to disclose in terms of fines, letters of credit, or heightened monitoring by the U.S. Department of Education.

If a candidate alleges discrimination in the hiring process, please contact the Office of Institutional Equity for guidance on how to proceed.
The Do’s and Don’ts of Conducting an Interview

By the time most job applicants reach the actual selection interview, they have already passed a careful evaluation of their education and experience and are considered to possess at least the minimum job qualifications. The purpose of the interview should be to collect additional information on the candidate’s job-related knowledge, skills, and abilities that would be helpful in deciding whether he/she is likely to succeed in the job. The degree to which the interview is valid is the extent to which it predicts job success.

A positive impression about Kansas State University can be solidified during candidate interviews. The guidelines below will assist you in developing an atmosphere conducive to a productive interview:

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Interview Pitfalls</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Structure the selection interview as much as possible.</td>
<td>✗ Failure to put the candidate at ease</td>
</tr>
<tr>
<td>✓ Give adequate advance notice so the candidate can prepare for the interview.</td>
<td>✗ Failure to actively listen</td>
</tr>
<tr>
<td>✓ Eliminate interruptions.</td>
<td>✗ Dominating the interview</td>
</tr>
<tr>
<td>✓ Ensure that the environment is comfortable and non-threatening.</td>
<td>✗ Failure to probe – lack of follow-up questions to clarify ideas</td>
</tr>
<tr>
<td>✓ Greet the person and establish rapport.</td>
<td>✗ Asking for information that has no bearing on the applicant’s ability to perform the job and/or might be perceived as being discriminatory based upon some protected class status</td>
</tr>
<tr>
<td>✓ State the purpose of the interview: to gather relevant information in order to make a selection decision and answer the candidate’s questions related to the job.</td>
<td>✗ Documenting information that may later be perceived as discriminatory.</td>
</tr>
<tr>
<td>✓ Explain the format of the interview and the interview process as a whole.</td>
<td>✗ Asking leading questions – signaling expected answers to questions or leading to preferred answer.</td>
</tr>
<tr>
<td>✓ Share pertinent background information about the job, unit, and university.</td>
<td>✗ Asking yes/no versus open-ended questions</td>
</tr>
<tr>
<td>✓ Only ask for information which can be tied back to duties and</td>
<td>✗ Asking hypothetical questions.</td>
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<tr>
<td></td>
<td>✗ Personal bias used during interview</td>
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<tr>
<td></td>
<td>✗ Making judgments too early in</td>
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</tbody>
</table>

*Table 1. The Do’s and Don’ts of Interviewing*
The hiring manager discusses the leadership and composition of the Search Committee/Interview Panel with the dean, vice president, provost, or president. The hiring manager or HCS liaison documents approval for filling the position on the Job Requisition Form and submits the form to the dean, vice president, provost, or president for approval signature.

The hiring manager should designate a Search Committee/Interview Panel chair. A Search Committee/Interview Panel chair could be an individual who is:

- well-respected and knowledgeable in the department, college, or unit
- experienced in recruiting and attracting diverse talent
- knowledgeable with the university’s Equal Employment Opportunity (EEO) and Affirmative Action (AA) commitment
- who has participated in one or more search committees, and
- who is able to lead the committee in creating and executing an innovative recruitment plan to seek underrepresented individuals

The Search Committee/Interview Panel should have members who have legitimate and direct interests in the selection process. Criteria used in selecting the Search Committee/Interview Panel members often include the following:

- knowledgeable with the university’s EEO and AA commitment
- able to identify the conduct and performance individuals must possess in order to meet the mission and goals of the unit, department, and university
- experienced in conducting interviews and well-informed on the university’s best practices
- able to contribute to the search committees efforts to attract and recruit diverse candidates, and
- from other departments to provide a different perspective and/or expertise to the committee or who are students and/or administrative staff support in the departments

When possible, women and minorities from within the department should be represented on all search committees/interview panels to offer diverse perspectives and different ideas that may enhance efforts to recruit and evaluate candidates. However, since these individuals tend to be asked frequently to serve on an array of committees, this may not always be feasible. You may also consider inviting students to participate as a member of the search committee.
International Hiring

The K-State 2025 Internationalization Strategic Action Plan aims to infuse internationalization in all we do in order to ensure that K-State students, faculty, and staff are prepared to live, learn, and work in the global community. In line with this, we aim to promote, recognize, value, and reward the development of a global outlook among our faculty and staff.

As part of the program’s plan of increased number of faculty, staff, and graduate students with an international profile, (publishing, presenting, teaching, consulting), K-State opens its doors for employment opportunities to international candidates.

There are established procedures for hiring international staff and faculty. If you plan to hire an international staff member, please follow the guidelines in the “International Hiring Process & Guidelines”.

Interviewee Communications

At various times of the recruitment and hiring process, candidates may need to be contacted to inform them either of a decision delay, that another applicant has been selected, or that they are being offered the position. Click on the link below for information on ‘Essential Components of Offer Letters and Sample Communication Letters’ that can be used with candidates. Sample Documents - Candidate Communications

Valuing Candidate Experience

K-State recognizes the workforce as a fundamental part of the plan to reach the long-term University goals especially stated in the K-State 2025 Visionary Plan. As such, K-State ensures that candidates’ experience throughout the recruitment and hiring process speak of the culture, values, and visionary goals of the University. Candidate Experience

Total Rewards

This section lists the Total Rewards that K-State employees are entitled to. For a detailed description, eligibility and policies of each, visit Employee Benefits.

- Health Insurance and Wellness
  - Health Insurance
  - Flexible Spending Accounts
  - Health and Wellness
Retirement Plans – Mandatory
  o Kansas Board of Regents Mandatory Retirement Plan (KBOR)
  o Kansas Public Employees Retirement System (KPERS)

Savings Plan – Voluntary
  o Voluntary 403(b) plans
  o Deferred Compensation (457)
  o Learning Quest Education Savings Program (529)

Life Insurance
  o Basic Life Insurance
  o KPERS Optional
  o Teachers and Employees Association (TEA) Optional

Leaves and Holidays
  o Vacation Leave
  o Sick Leave
  o Holidays
  o Special Leaves

Workers Compensation

Long-Term Disability

Other Insurance Programs
  o Short-Term Disability (Optional)
  o Long-Term Care (Optional)
  o Tuition Assistance – full-time employees
    o Employees
    o Dependent/Spouse

Other Benefits
  o Employee Assistance Program
  o Employee Discounts
  o STARS “State Thanks & Recognition”
Kansas State University Branding

Kansas State University is a strong, progressive research institution with deep, Midwest roots that form a solid foundation for national and international achievement.

The Kansas State University brand is one of our most valuable assets and defines who we are and what we do. As a leading public research and teaching university, it is imperative we convey a consistent, high-quality image. This brand ensures all parts of the university are working together to communicate with a unified image and voice in Kansas, across the nation and around the world. Given this dynamic environment and these diverse audiences, it is increasingly important to express a single, compelling voice in everything we do.

The K-State Principles of Community

Kansas State University is a land-grant, public research university committed to teaching and learning, research, and service to the people of Kansas, the nation, and the world. We are very proud that employees conduct themselves in a professional and respectful manner toward other members of the University community, including faculty, staff, students and visitors and as a member of the team this expectation extends to you as well. Kansas State University has endorsed the Principles of Community. Every member of the university community is expected to acknowledge and practice these principles, and they are displayed in our classrooms and administrative offices.

K-State Dual Career Network

In keeping with the University’s commitment to recruit and retain highly qualified faculty and staff, the Dual Career Network program provides assistance to partners of faculty and staff members who are seeking employment. This assistance is primarily in the form of information, referrals, and networking and may include:

- Discussing career goals and interests, salary expectations, willingness to travel
- Providing information about employment opportunities on campus and in the community

The Office of the Provost works collaboratively with deans and department/unit heads on referrals they submit regarding dual career situations.
Reference and Background Checks

Reference Checks

Reference checks may be requested in writing or over the phone.

Here are some questions that need to be addressed in performing reference checks:

K-State Reference Check Guidelines

1. Can you verify the following information?
   - Dates of employment
   - Salary
2. In what capacity do you know (applicant name)?
3. Can you tell me about his/her overall work performance and job knowledge?
4. How did this individual relate with others (customers, co-workers, and supervisors)?
5. Does this individual have any areas that need improvement?
6. What was/is the reason for separation from your company?
7. Is this individual eligible for rehire?
8. Please give a brief description of the current or previous duties for the position this individual held.
9. How does this individual respond to a stressful situation?

If the vacancy requires supervisory experience, include the following questions

1. Was the individual's position one that included supervisory or lead worker responsibility?
2. How many workers did this individual supervise?
3. How would you characterize his/her performance as a supervisor?
4. How would you characterize his/her supervisory ability?

Talent Acquisition has provided a Reference Check template for your convenience.

The following are some useful tips or best practices for conducting reference checks:

1. Candidates should be informed before any references are contacted and that references will be thoroughly checked and this may include contacting references other than those specifically listed.
2. References checked should include all past supervisors, department heads, colleagues, or anyone still available who can speak to the candidate’s job performance, professional reputation, and interpersonal relationship skills.
3. The person doing the reference checking needs to be someone who is very familiar with the type of position that is being filled as well as the environment in which the work will be conducted.
4. Be mindful that you cannot ask any questions during a reference check that you legally cannot ask of the candidate. Questions concerning family status, age, religion, medical conditions, etc., are strictly off-limits.
5. References should always be asked if they would rehire this person or want to work with them again in the future.

**Background Checks**

The Kansas Board of Regents requires that each state university shall perform a criminal background check on persons hired for certain state university positions.

Kansas State University is committed to maintaining a safe teaching, learning and working environment for its students, employees and visitors. One aspect of this commitment is to assure, to the extent possible, that appropriate policy and procedures are in place which work toward reducing the likelihood of unknowingly hiring persons with felony or misdemeanor convictions or who are registered sexual offenders.

The criminal background check shall include:

1. Criminal history record searches for felony and misdemeanor convictions at county and federal levels in every jurisdiction where a candidate currently resides or has resided. Such searches should cover a minimum of the last seven years.
2. Sex offender registry searches at the county and federal levels (or state) in every jurisdiction where the candidate currently resides or has resided.
3. Other verifications as required by law for specified positions.

You can access the background check form online and a talent acquisition liaison will process the request. **Note:** For complete information regarding background checks, visit K-State Policies: Criminal Background Checks.

**Guidelines on the use of Social Media as Information Gathering on Candidates**

Extreme caution needs to be observed in the use of social media to gather information on candidates. Although a wealth of personal information is available through social media, it is important to remember to exercise wise judgment on whether or not certain information can be used in connection to hiring a candidate. Many states now have laws against using social media to gather information on potential employees. Furthermore, any information obtained through social media that is not directly related to the requirements of the job should not be used as criteria for hiring. Click on this link to understand the federal laws that protect potential employees against job discrimination and additional recommendations:

[EEOC - Federal Laws Prohibiting Job Discrimination Q & A](https://www.eeoc.gov/federal-laws-prohibiting-job-discrimination-q-a)
Assessment Tools

For the purpose of validity, the following assessment tools are to be used during the entire hiring process.

- Background Check Request Form (PER-59)
- Faculty and GTA Spoken English Competency Assessment Sheet (PER-20)

Open Forum Instructions

After interviewers have completed asking questions to a candidate, it is important that the candidate be given the opportunity to ask questions. At the end of the interview, it is important to ensure that no questions have been overlooked and encourage the candidate to suggest anything that might expand on or clarify his/her training and experience.

It is advisable to inform the candidate of the schedule for filling the position, how many candidates are being interviewed, and how and when the hiring supervisor will communicate his/her employment decision. Thank the applicant for taking the time to interview.

If hiring managers have questions about the interview and selection process, they can speak directly to their Talent Acquisition team member or HCS liaison.

K-State Qualtrics® Survey

Qualtrics is a comprehensive survey tool with more than 90 question types, simplified reporting tools, online training modules, a library of surveys to peruse and so much more.

The K-State Qualtrics® Survey may be accessed at: https://surveys.ksu.edu/

Kansas Open Records Act

The Open Records Act, K.S.A. 45-215 et seq., as amended, declares that it is the public policy of Kansas that "public records shall be open for inspection by any person." Public records are defined as "any recorded information, regardless of form or characteristics, which is made, maintained or kept by or is in the possession of any public agency." The University is classified as a public agency for the purposes of this Act.

Complete information regarding the K-State implementation of Kansas Open Records Act including General Information, Procedures, and Reasons for Denying Access to Public Records Penalties may be found on the Kansas Open Records Act page under Policies of the University website.
Additional Resources

Relevant Policies

- Recruitment and Selection for University Support Staff
- Employment Verifications and References
- Criminal Background Checks
- Kansas Open Records Act
- Compensation for University Support Staff

Related Documents

- Recruitment Forms
- Initial Contract Templates

Related Toolkits

- Screening Tools
- Sample Letter to Unsuccessful Applicants
Contact Us

If you have any questions, we are glad to help!

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