

## Checklist for Recruiting and Hiring Faculty and Unclassified Professionals

This checklist outlines procedural steps to be used when filling unclassified positions through the University's competitive search process. Unclassified positions include both faculty and unclassified professional positions. These procedures apply when filling term, regular, probationary, tenure-track, and tenured positions, including:

1. instructor,
2. assistant, associate, and full professor,
3. clinical assistant, associate, and full professor,
4. research assistant associate, and full professor,
5. department head, assistant dean, associate dean, and dean, and
6. unclassified professional positions.

### Justify and Obtain Approval to Fill a Position

- \_\_\_\_\_ Step 1 The unit leader (director, department head or chair, or other administrator) justifies the need to fill a vacancy or new position in terms of the strategic direction of the unit, college or major unit, and university and obtains approval from the dean, vice president, provost, or president to fill the position.

For all unclassified professional positions, the unit leader prepares an Unclassified Position Description (PER 23) to define job responsibilities and qualifications and submits the PER 23 to the Office of Affirmative Action (OAA) with Appendices 8, 9, and 10.

Instructions: <http://www.k-state.edu/hr/compclass/casper23instructs.htm>  
PER-23: <http://www.ksu.edu/hr/forms/per23.pdf>  
<http://www.ksu.edu/hr/forms/per23.doc>

### Plan and Organize the Search

- \_\_\_\_\_ Step 2 **Establish search committee.** The unit leader discusses the leadership and composition of the search committee with the dean, vice president, provost, or president. The unit leader or designated administrative staff documents approval for filling the position and the composition of the search committee on the Unclassified Faculty and Staff Vacancy Form (Appendix 8) and submits the form to the dean, vice president, provost, or president for approval signature.

**Unclassified Faculty and Staff Vacancy Form – Appendix 8** [doc](#) / [pdf](#)

- \_\_\_\_\_ Step 3 **Charge search committee.** The unit leader, dean, vice president, provost, or president meets with the search committee to (a) charge the search committee and review expectations of the search process and the description of the position being filled; (b) review and clarify search procedures and explain how unintended biases and cognitive errors can negatively impact the search process and outcomes; and (c) asks the committee to write a position announcement and

develop a proactive and comprehensive recruitment plan. The underutilization information captured on the Appendix 8 should be shared with the committee to assist in developing a recruitment plan to attract qualified diverse applicants.

In writing the position announcement, special attention should be paid to required and other qualifications (including language that will be used related to applicant experience with diversity) and the language of the EEO/AA statement.

### **Reaffirmation of EEO Policy Statement**

<http://www.k-state.edu/affact/Plan/policy.htm>

- \_\_\_\_\_ Step 4 **Develop position announcement and recruitment plan.** The search committee finalizes and documents the position announcement, ad copy, and recruitment plan by completing (a) the Position Announcement Form (Appendix 9) and attaching the ad copy; and (b) the Recruitment Plan Form (Appendix 10) and submitting them to the unit leader and dean, vice president, provost or president to review and approve. Appendices 8, 9, and 10 (with the PER 23 for unclassified professional positions) are then forwarded to the OAA for review and approval to proceed with announcement and search.

**Unclassified Position Announcement Form – Appendix 9** [doc](#) / [pdf](#)  
**Recruitment Plan – Appendix 10** [doc](#) / [pdf](#)

### **Recruitment Suggestions for Search Committees**

<http://www.k-state.edu/affact/Recruitment/Suggestions.htm>

- \_\_\_\_\_ Step 5 **Review and announce position.** The OAA reviews the Appendices 8, 9, and 10 (and the PER 23, if applicable) and approves the position announcement and recruitment plan via telephone call or email to the unit leader, search committee chair, or designated administrative staff. Once approved, the OAA posts the position announcement on the university jobs website and the search committee begins implementation of the recruitment plan.

If necessary, the OAA may ask the unit leader or search committee chair to revise the documents to comply with EEO/AA principles, policies or regulations prior to approval. If a position does not fit the criteria for an unclassified professional position, the OAA informs the unit head that the search cannot continue, refers him/her to HR Compensation and Classification for a determination of the appropriate civil service job classification and title, and returns all forms to the department.

## **Implement the Recruitment Plan**

- \_\_\_\_\_ Step 6 The search committee begins the search by placing position announcements and advertisements, and engaging in personal networking and outreach with a multiplicity of recruiting sources.

## **Acknowledge Applications and Request Self-Identification**

- \_\_\_\_\_ Step 7 The search committee chair or designated administrative staff sends an acknowledgement of receipt of application to each applicant with the OAA request for voluntary self-identification data. The OAA self-identification request template should be used for this request.

<http://www.k-state.edu/affact/Forms/Self-Identification-Invitation.pdf>

## **Screen Applicants and Identify Candidates for On-Campus Interviews**

- \_\_\_\_\_ Step 8 **Screening to identify on-campus interview pool.** Prior to beginning review of applications, the search committee 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 or designated administrative staff completes Sections 1, 2, 3, 4, and 5 on the Recruitment and Applicant Disposition Report (Appendix 11), listing all applicants, applicants proposed for interview, and applicants eliminated from further consideration with a reason for non-selection for interview. Once approved by the unit head and dean, vice president, provost, or president, Appendix 11 is submitted to the OAA for review.

All applications received by the priority screening or closing date must be reviewed and evaluated. Applications received after an announced closing date cannot be considered. Applications received after a priority screening date for an announcement listed as “open until filled” may be screened until a proposed interview pool has been reviewed by OAA. Applications received after the interview pool has been finalized can (a) be held for further consideration by the search committee if the approved interview pool fails to yield acceptable candidates or (b) may be screened and added to an amended Appendix 11 and submitted to the OAA for review.

If the committee determines that no applicant meets the qualifications, the dean, vice president, provost, or president discusses the committee’s determination of a failed search with the unit head and committee chair and determines 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 came in after the priority screening or closing date.

**Unclassified Recruitment and Applicant Disposition Report – Appendix 11**  
<http://www.k-state.edu/affact/Forms/>

- \_\_\_\_\_ Step 9 **Finalizing on-campus interview pool.** The OAA reviews the list of applicants for on-campus interviews and may contact the unit head or search committee chair with questions or comments. Following the OAA review, the search committee chair, or designated administrative staff may notify clearly unqualified applicants that they are no longer being considered for the position.

**Plan and Complete On-Campus Interviews**

- \_\_\_\_\_ Step 10 The search committee plans, organizes and hosts on-campus interviews. Everyone who has interacted with the candidates should be invited to submit written feedback to the search committee.

<http://www.k-state.edu/hr/employment/Interviewing.htm>

**Recommend Finalists**

- \_\_\_\_\_ Step 11 After considering all the campus feedback, the search committee prepares recommendations identifying candidates as acceptable or unacceptable and their strengths and weaknesses. The search committee chair or the search committee meets with the unit leader to discuss recommendations and share the search committee's perspective(s) on each candidate.

**Make Offers**

- \_\_\_\_\_ Step 12 **Identify selectee(s).** The unit leader and dean, vice president, provost, or president weigh all considerations affecting the hire and agree on the order in which offers are to be made. The unit leader directs the search committee chair or designated administrative staff to update Section 5 and complete Section 7 of the Recruitment and Applicant Disposition Form (Appendix 11) to document the proposed offer or order of offers and the reasons for non-selection of other interviewed candidates. The unit head and dean, vice president, provost, or president approves the completed form, which is then submitted to the OAA for final review.
- \_\_\_\_\_ Step 13 **Make contingent offer(s).** Following review by the OAA, the unit leader makes an initial offer to the selected candidate, contingent on background check and clearance. If the candidate refuses the offer, the unit leader can make contingent initial offers in the approved order until a candidate accepts. Upon acceptance of a contingent offer, the unit leader directs administrative staff to initiate a background check by arranging for the candidate to complete the background check request form.

<http://www.k-state.edu/hr/backgrdcheck.htm>

- \_\_\_\_\_ Step 14 **Finalize negotiations.** The Background Check Manager receives the results of the background check and informs the department whether or not the candidate is cleared for hire. If the candidate is cleared for employment, the unit leader finalizes negotiations with the candidate.

In the event of an adverse report, the Director of Affirmative Action and Associate Vice President for Human Resources and Parking review the results of the background check and reach a determination about whether or not the candidate should be cleared for employment. The Associate Vice President for Human Resources and Parking communicates this decision to the department.

If the candidate is not cleared for employment, the Background Check Manager informs the candidate of the appeal procedures under the Fair Credit Reporting Act.

### **Request a Contract**

- \_\_\_\_\_ Step 15 When a candidate accepts an offer, the unit leader or designated administrative staff prepares and submits an Unclassified Appointment Record Form (Appendix 12) to the dean, vice president, provost, or president for signature and submission to the OAA. The OAA prepares the contract and sends it to the appropriate senior administrator for signature.

**Unclassified Appointment Record – Appendix 12** [doc](#) / [pdf](#)

### **Notify Applicants of Non-Selection**

- \_\_\_\_\_ Step 16 The department notifies the candidates who were not selected.

### **Organize and Store Search Documents**

- \_\_\_\_\_ Step 17 The unit's designated administrative staff organizes all documents related to the search and retains them in departmental files for five (5) years, consistent with University policy.