



STATE OF KANSAS

RECRUITMENT GUIDE

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State of Kansas Office of Personnel Services

The Office of Personnel Services (OPS), located within the Department of Administration (DofA), establishes policy and provides leadership, guidance and assistance to support the efficient and effective operation of state agencies through a statewide human resource program. This guide is intended as a tool to assist recruiters and hiring managers throughout the Executive Branch in their efforts to attract and retain a highly motivated and skilled workforce.

Recruiting for Diversity

Recruiting for diversity means making concerted and sustained efforts to remove any hiring barriers that are not relevant to a person's ability to perform a job. This is not about filling quotas; rather, it is about reaching and hiring the most qualified candidates.

To best serve and support the diverse population that resides in Kansas, recruiters and hiring managers should hire from a diverse pool of candidates. Consider categories like gender, race and ethnicity while also keeping in mind how to reach candidates with varied ages, physical abilities and sexual orientations as well as those with varying secondary dimensions such as:

- Family status
- Military experience
- Socio economic status
- Education
- Religion or spiritual beliefs
- Work style
- Political party or ideology
- First language
- Criminal history

Consider including a diversity, equity and inclusion statement in all job posts and advertisements. Agencies may have their own statement or DofA's can be used: *(Organization Name) is committed to emphasizing the importance of diversity, equity and inclusivity throughout all aspects of State of Kansas employment policies and practices in order to provide for a workforce that is representative of the diversity of the State's population and a workplace that is comfortable for all employees.* Standard, customizable language automatically appears for positions posted on Kansas Careers.

There is no one way to expand the candidate pool; best practice is to employ multiple tools in order to maximize the number of applicants for openings.

The Recruitment Lifecycle

Recruiting is a critical component for hiring managers and having an effective process will facilitate finding and hiring the best candidates. While the specific steps may vary among experts in the Human Resources field, all generally include some element of preparation, sourcing, screening, selecting, hiring and onboarding.

Preparation

Once the need for a new employee is identified, the beginning of the recruitment process includes a great deal of preparation. Think about the ideal candidate and the skills and experience required to fill the role. To maximize the number of applicants, focus on the tasks of the position and the attributes that are truly needed when creating the job description and job posting. The job description is the opportunity to make a strong first impression. A compelling job posting that describes the State of Kansas's commitment to diversity, equity and inclusion is

crucial. Recruiters must promote the State of Kansas as a place that an applicant would want to work; the job description is the first step in selling the position and the organization to a potential candidate. The tone, language and details that are included or excluded in a job posting create an image of the office and its values. Consider whether traditional prerequisites, such as a college degree or driver's license, or physical demands are necessary for the job. Best practices include:

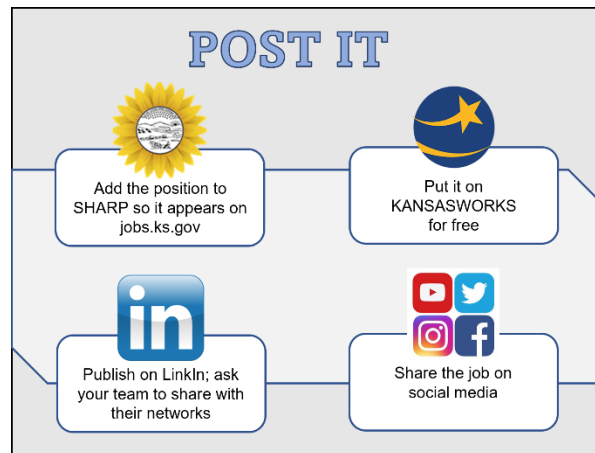
- Develop an accurate job description.
 - Make the job title specific
 - Open with an appealing, attention-grabbing overview of the job.
 - Use inclusive language; avoid acronyms or internal/industry jargon.
 - Outline the job responsibilities and day-to-day activities in a concise manner.
 - Require only skills that are specifically needed to perform the job.
- Utilize class specifications and minimum requirements. Examples are available on the [Compensation & Classification page](#).
- Emphasize your agency's commitment to diversity, equity and inclusion.
- Share the best reasons for working for your agency.
- Remove any language that may inadvertently exclude certain demographics.
- Highlight the benefits and perks available to state employees.

Sourcing

Many hiring managers recruit successfully by constantly thinking about possible candidates for their teams, rather than waiting until a position is actually open. Once a role needs to be filled, utilizing multiple methods and platforms to search for candidates will expand the number of applicants for the open position. Consider any or all of the following:

Post the job anywhere you can.

Share the opportunity in a variety of online sites, including social media. Post on industry-specific job boards for specific types of positions and target recruitment activities to underrepresented populations through niche job boards, such as DiversityJobs.com.



Utilize Your Connections.

It can be helpful to think about relationships already in place and which can be expanded. Recruiting professionals and hiring managers usually have multiple contacts outside the State and many agencies belong to professional organizations that are willing to share career opportunities with their membership. Adding positions to SHARP will ensure they are included on jobs.ks.gov and KANSASWORKS is always a potential partner for job postings and hiring events.

Employees can be a source for candidates as well. Some may be highly-qualified and many will have friends or colleagues that are suited for the position. Reaching out to people you know can reduce the time needed to fill the opening.

LEVERAGE CONNECTIONS



Leverage Professional Connections

- Utilize trade and professional organizations and job boards.
- Reach out to vendors and partner representatives.
- Participate in KANSASWORKS hiring events.
- Consider candidates from vendors providing staff augmentation.



Leverage Education Connections

- Utilize university/college networks.
- Build relationships with institutions that serve primarily underrepresented populations.
- Attend high school, middle school and elementary career fairs.
- Produce internships to help students in a career path that leads to state employment.



Leverage People Connections

- Consider internal employees that may be qualified or developed for the job.
- Reach out to former employees who left on good terms.
- Re-engage candidates who applied for other positions.
- Build relations with bright individuals, keeping them in mind for future openings.

Screening

During the screening step, hiring managers carefully review all the applications, cover letters, resumes and CVs to identify candidates for the position. Be aware that everyone has bias and take steps to prevent it from creeping into the review process so that talented applicants are not overlooked. Some ways to overcome unintentional bias include removing identifying information, such as name and graduation date, from the resumes before reviewing and having a diverse group of people review the applicants' qualifications. Check with your HR department or OPS for bias training and resources that might be available.

Keep in mind that a diverse pool of candidates will have varying experience with the application process:

- An applicant who speaks English as a second language may have difficulty filling out the application correctly but could be perfectly capable of performing the required job duties.
- Similarly, some applicants may not supply a résumé as they may not know how to prepare one or have the resources to do so.

Other best practices for screening include matching the applicant's education and experience to the job requirements and sending a regret to any candidate not selected for an interview; templates available for [letters candidates that are interviewed](#) as well as [letters for those who are not](#). This step is also a good time to identify possible candidates for future opportunities and file their information for reference later. Scheduling a brief phone interview is a widely-used method of narrowing the field of candidates for interviewing.

Selection

During the selection phase of recruitment, all candidates are thoroughly interviewed. Use the online [Behavior Interview Questions Generator](#) to develop job-related questions that are relevant to the position and skill requirements. Use the same questions for all interviews to



maintain a level playing field among candidates; it can be helpful to utilize a [scoring matrix](#) for responses to make the selection process more efficient. Depending on the number of qualified candidates, managers may choose to conduct a second round of interviews; the same process can be followed for subsequent meetings. Before making the final decision, hiring managers will call the candidate's references.

Hiring managers may wish to utilize [KASPER](#) as part of the background check stage, for those positions that have criminal conviction restrictions. KASPER is a publicly available tool to verify that an applicant has been honest about their criminal background in Kansas; this can save time and resources on candidates that were considered finalists and would have otherwise been forwarded on through a potentially lengthy and/or costly formal background check.

Hiring

Once the interview process is complete, managers can score the candidates and make a final decision regarding whom to hire.

If a pre-employment test is required, it should be thoroughly vetted to ensure no disparate impact and need to be applied equitably for all applicants.

The selected candidate will likely wish to negotiate the terms of employment rather than accepting the initial offer so it is important to know what can be extended before speaking with the candidate. Be sure to emphasize benefits that are available to state employees, such as: leave, retirement, Group Health Insurance (GHI), life insurance, Employee Assistance Program (EAP), deferred compensation, etc.



Opportunities for advancement as well as training and development are important benefits of state employment so call attention to what your agency offers. Share information regarding potential career tracks with candidates with future ambitions. Discuss training, licensing and certification that can be provided by or paid for by the State.

An informal offer can be made verbally but must be followed up with an official job offer. Agencies may create an offer letter or use this [template](#).

Onboarding

Onboarding is not just filling out a load of paperwork in HR during the first week of work; how a new employee is welcomed to the workplace is a key factor in retention. It is important to set the employee up for success and to create an inclusive workplace where everyone can feel welcome and secure. Personalizing the onboarding process while maintaining a standard structure can be impactful to new hires. Consider creating a checklist for onboarding new hires in your agency to cover pertinent topics in your agency.



Welcome

Before the start date, send a welcome email or phone call. Make sure to introduce the employee throughout the department/office, in department meetings and in the agency newsletter. If possible, take the employee out to lunch or schedule a social gathering as a special welcome. (Note this should not be paid for with State funds.) Plan a lunch or meeting with a leader or up-and-comer who looks like the new candidate in terms of race, ethnicity, gender, etc. Share information for employee resource groups, such as Kansas WISE.

Workplace

Ready the workstation as much as possible in advance. Submit requests for furniture, equipment and supplies well before the start date. Be prepared to efficiently address parking, obtaining a badge, dress code, etc. Tour all areas the employee will need, including other buildings as appropriate. Visit the cafeteria, break room, restrooms, fitness center and other areas that are available. Provide information on employer-provided parking as part of the offer letter. Information on access/proximity to public transportation would also be an inclusive and thoughtful idea.





Training

Plan a tight schedule for the first day or week of work. Consider assigning a mentor or buddy to the new hire and designate a person, in addition to the supervisor, that the new hire can approach with questions. Set expectations early, from both the manager and employee perspectives. Be clear about how the employee will be trained for the position and explain how to complete other required training, such as New Employee Orientation, Sexual Harassment Training and Security Awareness Training.

Be aware that some applicants may need some additional explanations regarding benefits – particularly with first-day GHI coverage – as well as other standard parts of on-boarding like I9's, E-verify, Tax Clearance or even direct depositing to a bank account. Some diverse populations may have less familiarity with these subjects, so it may take a few extra minutes to walk through these things as opposed to just sharing a piece of paper.

Demonstrate Your Organization's Commitment to Diversity

- Demonstrate a commitment to providing high quality level of attention to all diverse clients served.
- Reference the DEI webpage within Department of Administration, Office of Personnel Services which includes:
 - Statement of commitment to a diverse, equity and inclusive workplace
 - Links to helpful resources and tools.
- Include elements of diversity, equity and inclusion in Performance Management Reviews.

Utilize Data to Monitor Progress

- Improve demographic data capture for new hires; refine response options for demographic info, such as race, gender, etc.
- Allow current employees the option to update their demographic information.
- Create standard reports and scorecards to track key indicators like open positions, days to hire, application source, number of applications/interviews/offers/hires and reason for decline as applicable.

Additional Resources and Recommendations

Resources:

- Click the logos below for instructions on posting jobs online:



- This [study](#) published in the Journal of Personality and Social Psychology informs potential impacts of gendered language in job advertisements.

Recommendations:

- Move the Diversity, Equity and Inclusion statement under the Agency Information/Website section in all job posting templates.
- Underscore the importance of experience working with diverse populations (this does not just include race and ethnicity, but also sexual orientation, gender identity, religious affiliation, etc.). Consider including experience with diverse groups (or underrepresented groups, depending on the position) as a required or preferred qualification.
- Emphasize experience and skills over academic or professional degrees, if possible.
- Under Minimum Qualifications, do not require a degree or driver's license unless necessary to perform the job duties.