

# Recruitment and Hiring Guide

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## Purpose

As a premier international research university, KU Medical Center is committed to an open, diverse and inclusive learning and working environment that nurtures the growth and development of all. The University holds steadfast in the belief that an array of values, interests, experiences, and intellectual and cultural viewpoints enrich learning and our workplace. The promotion of and support for a diverse and inclusive community of mutual respect require the engagement of the entire University. With emphasis on diversity in the recruitment, development and retention of outstanding leaders and educators, KU Medical Center is dedicated to continuously shaping and enhancing the optimal environment for engaging minds and leading healthcare.

This guidebook has been developed to assist departments in their efforts to attract and hire diverse and talented faculty. It is expected that hiring managers and search committees will engage in this process with integrity, consistency, confidentiality and in accordance with the overall mission of the University.

## Legal Considerations

As an equal opportunity employer, KU Medical Center prohibits the use of any discriminatory criteria in the employment process, from the development of position descriptions to the selection of the successful candidate. The selection of a candidate should always be based on the qualifications, skills or expertise that a candidate can contribute toward the mission of the University. At the same time, the University recognizes its obligation to enhance efforts to diversify its workforce and to be more inclusive of individuals with disabilities and protected veterans. Effectively recruiting a diverse applicant pool will allow for greater opportunity for inclusion of underrepresented groups among the best qualified and successful candidates. Similarly, ensuring that job criteria do not unnecessarily limit opportunities for individuals with disabilities and veterans, will allow for greater inclusion and interest of potential applicants.

### *Affirmative Action/Equal Opportunity*

- Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000e, *et. seq.*, prohibits employment discrimination based on race, color, sex, religion, and national origin.
- Executive Order 11246 prohibits federal contractors from discriminating against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin.

- The Kansas Act Against Discrimination, K.S.A. 44-1001, *et. seq.*, assures equal opportunities in employment to every citizen regardless of race, religion, color, sex, disability, national origin, age or ancestry.
- The University's Nondiscrimination, Equal Opportunity and Affirmative Action Policy prohibits discrimination in employment practices and in participation in programs and activities on the bases of race, color, ethnicity, religion, sex, national origin, age, ancestry, disability, status as a veteran, sexual orientation, marital status, parental status, gender identity, gender expression, and genetic information.

### *Social Media*

Social media can be an effective recruiting tool if it is utilized in a manner that allows for good faith efforts to attract diverse applicants, including individuals with disabilities and protected veterans. Departments or hiring managers interested in recruiting through social media should contact the Human Resource's Recruiter who can assist them in ensuring that the posting complies with the KU Medical Center's Social Media Policy.

### *Individuals with Disabilities and Veterans*

Section 503 of the Rehabilitation Act of 1973, as amended, requires Federal contractors to provide equal opportunities for individuals with disabilities who are employed or seeking employment and prohibits discrimination based on a disability. All job announcements must include a notice that accommodations are available if necessary to complete the application process and a contact for requesting such. A contractor is not expected to hire an individual with a disability who is not qualified for the position advertised but the contractor can select a qualified individual with a disability over an equally qualified candidate who does not have a disability.

The Vietnam Era Veterans' Readjustment Assistance Act requires Federal contractors to provide equal opportunities for protected veterans who are employed or seeking employment and prohibits discrimination based on veteran status. VEVRAA also requires that all advertised positions be posted on the state employment website: [www.kansasworks.com](http://www.kansasworks.com). A contractor is not expected to hire a protected veteran who is not qualified for the position advertised but the contractor can select a qualified protected veteran over an equally qualified candidate who does not have protected veteran status.

### *Open Records*

Pursuant to the Kansas Open Records Act, K.S.A. 45-216 *et. seq.*, personnel records, including identifiable records pertaining to employees or applicants for employment, are exempt from disclosure in response to an open records request. However, the exemption does not apply to the names, positions, salaries and lengths of service of employees of public agencies.

## Diversity & Inclusion

KU Medical Center continues to demonstrate its commitment to diversity and inclusion through several initiatives, including the establishment of the EVC Diversity and Inclusion Cabinet and each School's Cultural Enrichment and Diversity Committees. With respect to diversity, it is the mission of KUMC to establish and advocate for cultural competency in all curricula experiences, to facilitate understanding and inclusion of persons with diverse abilities, cultures and ethnicities, and to provide resources and support for the recruitment and retention of underrepresented groups.

Position descriptions should reflect KU Medical Center's interest in attracting candidates who share this commitment. For example, the job announcement could include a statement that, "candidates with the potential for exceptional research and excellence in teaching, as well as a demonstrated commitment to enhancing cultural diversity are encouraged to apply."

## Defining the Position

### *Types of Positions*

#### **Regular**

Regular positions should be used when a permanent addition to the department is needed, and is not limited to a specific period of time or purpose. Regular employees can be full-time or part-time, and are eligible for benefits, including paid leave, health, or retirement.

#### **Temporary**

A Temporary position can be used when there are specific projects/research that will last a limited amount of time. Per the requirements of the federal Fair Labor Standards Act, the total duration can only last 1 year, or a total of 999 hours. Temporary employees can be full-time or part-time, but are not eligible for benefits.

#### **Limited Term**

A Limited Term position can be used when there are specific projects/research that will last a limited amount of time, as outlined in the offer letter. Limited Term employees will only work for a temporary amount of time, but they are still considered Regular employees, are eligible for benefits, and can work full-time or part-time. This type of position should only be used should there be a determination that the appointment will be less than one year. Should a **Limited Term** or **Temporary** position be converted to a Regular position, it will need to be posted on the KUMC website for the minimum required duration of three days.

### *Position Description*

Before a vacancy is announced, the position description to be used for the job posting should be carefully reviewed to ensure that the classification, qualifications, and job responsibilities align with the

mission of the department and the need for the position. Position descriptions from prior incumbents should not be recycled unless they are updated and revised to define the particular expectations of the new position to be filled. Position descriptions should also include language that encourages qualified persons from diverse backgrounds with varied experiences to apply, such as *“demonstrated commitment to diversity,” “experience promoting a diverse environment,”* or *“experience working effectively in diverse environments.”* All job postings should also specifically state that “KU Medical Center is an equal opportunity employer committed to diversity and encourages individuals from underrepresented groups, including individuals with disabilities and protected veterans, to apply.” When drafting a position description, consider the following:

- **Job Classification:** Define the position broadly, while still meeting program needs, in order to attract a larger, more diverse applicant pool. HR Business Partners can assist in selection of an appropriate classification based on the duties and qualifications for the position.
- **Duties, responsibilities:** The description should provide sufficient detail to give the applicant notice of the expectations of the position. Determine what duties are “essential” by considering whether removal of the function would fundamentally alter the position, whether someone in another position can or does perform the function, how much time is spent on that particular function, and whether or how much the function contributes to the mission of the department or University. Duties that do not specifically meet the essential criteria should be identified as preferred. In other words, do not unnecessarily assign a duty as essential, as it could deter potentially qualified applicants.
- **Education, experience:** In determining the educational level, consider whether years of experience can adequately substitute for education or whether a specific degree is required. Allowing years of experience to replace an educational pre-requisite will potentially expand the applicant pool. Also consider including criteria focusing on diversity, such as “experience working in a culturally diverse environment,” or “experience working with diverse clients/students/populations.”
- **Qualifications:** Required qualifications should be those necessary to perform the essential job duties or to meet licensure or certification requirements. Preferred qualifications should be all other skills or education that could enhance job duties. Applicants must meet (at a minimum) the required qualifications to be considered/hired for the position.
- **Consideration for Individuals with Disabilities and Protected Veterans:** It is important that the position description not contain terms or requirements that unintentionally dissuade individuals with disabilities or veterans from applying. To the extent possible, physical requirements should be stated as job duties that must be performed with or without a reasonable accommodation, rather than physical abilities (i.e. “must change light bulbs” rather than “must climb ladders”). For veterans, considering military experience as a substitute for education may encourage more veterans to apply. It is also advised that the position description state, “Individuals with disabilities and protected veterans are encouraged to apply.”

Click [here](#) for instructions on how to create a Position Description in PeopleAdmin.

## *Advertising the Position*

In order for a position to be posted on the KUMC website, it must be submitted and approved through PeopleAdmin (click [here](#) for instructions). Once the posting has been approved, the hiring manager can contact the HR Recruiter to discuss [recruitment services](#) we offer. Postings need to remain open on the KUMC website for a minimum of 7 days if you are considering both internal and external applicants. If you will only be considering internal applicants, the posting will need to remain open for a minimum of 3 days.

When posting your position, you can choose to select a specific close date, or leave it “Open Until Filled.” Selecting a close date is recommended when a high volume of applicants is expected for the position. The HR Recruiter and/or your HR Business Partner can help determine which option would be best for the position.

**External job boards:** All positions can be posted on general external job boards, such as CareerBuilder, LinkedIn, Higher Ed Jobs, as well as professional journals and organizations specific to your position/department, such as Society of Surgical Oncology, American Educational Research Association, and Society of Clinical Research Associates. Advertising through online/print publications and listservs specific to your field or the position will help to attract applicants who meet the position qualifications.

**Targeted recruiting efforts:** The HR Recruiter can assist you in selecting the external sites that would be the most effective for your position(s). There are also a number of recruiting resources available online that can provide opportunities for reaching a greater pool of qualified applicants.

## *Screening Applicants*

Faculty, staff and administrators who participate in the hiring process have the responsibility of upholding the University’s mission to encourage diversity, equity and inclusion and to give full, fair and impartial consideration to all qualified applicants. In order to provide a fair and impartial hiring process, individuals participating in the process should apply consistent and non-discriminatory factors during each phase. Click [here](#) for instructions on how to review and dispense applicants in PeopleAdmin.

- **Unconscious Bias:** All people have internal biases, particular tendencies or inclinations, which make one feel more or less comfortable or able to relate to someone else. Biases are most often unconscious but can negatively influence relationships by preventing us from eliminating stereotypes or prejudices we have held about others. Understanding and addressing biases is necessary to further the University’s goals of diversity and inclusion. It is natural for hiring managers and search committees to look for applicants who they think will be a “good fit” to foster effective working relationships. However, this tendency can cause one to overlook particular strengths and talents of an applicant that may be “different” but that would add significant value to the department. Persons involved in hiring should endeavor to assess the whole application of each candidate, focusing on the merit, qualifications and skills of the applicant and less on the feeling based “fit” of the person. Hiring personnel should also consider whether certain exclusion or rating criteria for candidates will reduce the number of otherwise qualified applicants available and whether such outcomes are a product of influences unrelated to the job description or a valid, job-related need or expectation that will enhance the position and further the department’s mission. Acknowledging unconscious biases and taking steps to eliminate such influences allows for greater opportunities for applicants of diverse

cultural and ethnic backgrounds to demonstrate the skills and strengths they can bring to the position.

- **Resume reviews and Dispensing Candidates:** During the initial review of resumes, criteria relied on for dispensing or advancing candidates through the hiring process should be consistent. Significantly, the reason(s) for dispensing each candidate must accurately correspond to the candidate's application materials. For example, a candidate who is dispensed because they "lack educational requirement" must not have the requisite education for the position listed in their application materials. Similarly, the resume for candidates who are identified for an interview should reflect some knowledge, skills or experience beyond those candidates who were dispensed. **All non-interviewed candidates should not be dispensed uniformly as "did not meet minimum qualifications" or "met minimum qualifications but not interviewed," etc., unless that code accurately reflects each applicant's experience or lack thereof as reflected in their resume.**
- **Interview Questions:** When interviewing candidates, the interview committee should generally ask the same questions or address the same topics with each candidate and focus on the candidate's skills, experience and relevant education. Questions about personal characteristics or matters such as the candidate's *age, marital or family status, national origin, sexual orientation, health, or disabilities* are inappropriate as they are not relevant to a candidate's qualifications and are contrary to the University's nondiscrimination policy. Please review the [Interview Questions Chart](#) for examples of appropriate and inappropriate topics for discussion during an interview. Be sure to continue to consider the information above on unconscious bias throughout the interview and selection process.
- **Phone interviews:** After candidates who meet the required qualifications are selected for the "Short List", they can be phone interviewed by the department or an HR representative prior to an in-person interview. While this is not a required step in the interview process, it is recommended as phone interviews are time- and cost-effective for both the employer and the candidate. Phone interviews are an excellent way to gauge a candidate's communication skills, preparedness, interest in the position/organization, and basic knowledge/skills related to the position. It can also allow an early opportunity to clarify any questions/concerns on the candidate's application materials (e.g. gaps in employment history, "job-hopping", further details on past job duties and academic studies, etc.), as well as explain the position in further detail to the candidate and allow him/her to ask questions. It is important to have questions prepared prior to the phone interview, and to take detailed notes of each candidate's responses. Click [here](#) for a list of common behavior-based phone interview questions. The HR Recruiter and/or HR Business Partners can assist in creating appropriate job-specific questions for a phone interview.
- **In-Person Interviews:** After full and thoughtful consideration has been given to all applicants and those who were phone screened, the top applicants should be invited for an in-person interview. It is recommended that the top candidates be interviewed by those involved in the ultimate selection. All interviewers should review each interviewee's application materials prior to the interviews. For instruction on how to give interviewers access to applicant materials as a Search Committee Member while creating the Posting in PeopleAdmin, click [here](#) and review the instructions on pages 6-7. The interview process should be discussed with the hiring team or search committee prior to scheduling the interviews, including knowing what questions are to

be asked and whether there will be a single interview or a series of multiple interviews. There should also be discussion and consideration of how to mitigate unconscious bias (as discussed above) during the interview process. Notes taken about each candidate during the interviews should be kept relevant, professional, non-discriminatory and unbiased. Search Committee Members will be able to provide feedback on each interviewed candidate in PeopleAdmin using the Evaluative Criteria feature; click [here](#) and see page 7. This can help ensure consistent ranking/selection criteria and is an easy way to keep applicants organized based on feedback provided. If a selection is not made from the first round of interviews for the position, another round of interviews can be conducted from the same pool of applicants, or the position can be re-posted in PeopleAdmin if there were no other qualified applicants from the original pool.

## *Selection Process*

- **Salary considerations:** In determining a starting salary, it is essential that the salary be consistent with other employees in similar positions having similar experience, education, duties and responsibilities. Human Resources can provide comparison salaries and suggested salary ranges. Any departure from comparator salaries, either higher or lower, should be based on a specific qualification or skill, adjustment of duties or responsibilities, operational changes within the department, or some other legitimate reason. Compensation differences, including salaries, bonuses, promotions, and tenure, that cannot be supported by a legitimate explanation, may be deemed discriminatory and a violation of federal and state civil rights laws and University policy.
- **Reference checking:** Checking the references of the final candidate or candidates is recommended. As with interview questions, the person conducting the reference check should generally ask the same questions or address the same topics for each candidate. Questions regarding characteristics based on stereotypes or EO protected status, sick leave usage, required accommodations (either for disability or religious purposes), parental status, or other information not related to qualifications are inappropriate and contrary to the University's non-discrimination policy. Please review the [Interview Question Chart](#) for examples of appropriate or inappropriate topics for discussion that would also be applicable for reference checking.
- **Contingent offer upon background check:** Once the final candidate has been selected, the hiring manager should call the candidate to make a verbal offer, explaining to the candidate that the offer is *contingent on the clearance of the background check*. During this call, the salary can be negotiated and the start date can be confirmed.
- **Initiate the Hiring Proposal:** Once the candidate has accepted the contingent offer, complete the [Hiring Proposal](#) through PeopleAdmin.
- **Offer letter:** Email the finalist a follow up offer letter, confirming acceptance of the position, the salary, start date, and terms of the background check. A sample offer letter can be found [here](#).

## *Other Hiring Mechanisms*

- **Direct Hire:** Although the University benefits from open, competitive recruitment, unusual circumstances or opportunities may present which would serve the overall interest of the Medical Center by appointing an external candidate on a direct or non-competitive basis. This method of hiring is typically used for a regular position, but is only used in rare and special circumstances. Direct appointments may be made only after consultation with the appropriate Dean or Vice Chancellor, hiring department, and Human Resources. Additionally, a direct hire

request requires strong, detailed justification based on criteria outlined by Human Resources, which include:

- part-time appointments less than 50%;
- no reasonable recruitment pool/failed search;
- acting or interim appointment;
- appointment to a faculty rank and title without compensation or nominal increase;
- target for candidate with highly specialized or exclusive experience/skills;
- domestic partner placement;
- postdoctoral trainees, residents, research staff placement and support; or
- emergency/immediate need to fill.

A special request must be submitted to HR using [this online form](#). Factors considered in assessing a direct hire request include, but are not limited to: affirmative action program issues; time and/or budgetary constraints; competing institutional priorities; unique opportunities afforded by the appointment; status conversion issues; legal/regulatory issues; or other extenuating circumstances.

- **Promotions:** Internal promotions may be granted without competitive recruitment if the following criteria are met: the employee has benefitted from ongoing development, mentoring, tenure, unique knowledge, skills or abilities and has become an appropriate candidate for promotion; in accordance with standing policy and procedure, a business case for the promotion is presented to and approved by the Associate Vice Chancellor for Human Resources; and the salary increase, generally between 5-15%, is approved by Human Resources. Any salary deviation request above 15% must be justified in writing to Human Resources and approved by the Associate Vice Chancellor for Human Resources. A salary adjustment request must be submitted to HR using this online form.

## *Onboarding*

- **New Hire paperwork:** A list of the required new hire paperwork can be found [here](#), in the “Prior to Your First Day” section. New hire paperwork must be turned in to the HR front desk in order for the new employee to be entered into PeopleSoft and be assigned an Employee ID number and receive an ID badge. Therefore, it is recommended that this paperwork be turned in as soon as possible, at least 1-2 business days prior to the employee’s first day. The paperwork can be dropped off in person in the HR Employee Service Center at 1044 Delp (Kansas City, KS campus). It can also be emailed to your HR business partner, or faxed to the Employee service center at 913-588-5042. Please note, the HRIS form for new hires (not promotions/transfers) is now completed entirely online through the PeopleAdmin [Hiring Proposal](#) process.
- **Orientation** – New Hire Employee Orientation is required for all new employees. Hiring managers are encouraged to sign up employees once the employee’s start date is confirmed. Register your new employee for an upcoming Employee Orientation (Meet & Greet) session on the [Events Calendar](#). It is strongly recommended that new employees attend Employee Orientation the same week they begin employment to ensure they have access to all

information they will need regarding parking, benefits, etc. as soon as possible. It is also recommended that you review the [New Employee Introduction webpage](#) and direct your new employee to review this information as well.

- **Jayhawk Way:** KUMC's success depends on having an energized and engaged workforce and a strong and compelling organizational culture. Each of us has the opportunity to be a leader, regardless of position or title. The Jayhawk Way is a professional development training program designed to develop leadership skills and enhance personal effectiveness. Click [here](#) to find out more about Jayhawk Way and opportunities you can offer to your new employee
- **First day/week welcome:** It is important not only that a new hire completes paperwork and training but also that they are made to feel a part of the KUMC community from the very beginning. Welcoming opportunities include:
  - Giving a tour of the university and pointing out necessities as well as so information: organizational structure, open door or communication practice, leave policy, parking tips, etc.
  - Having their office equipment in place and ready for use
  - Introducing them to co-workers and providing a contact sheet with extensions and emails
  - Taking them out to lunch
  - Inviting them to meetings and activities: Jayhawk break, Friday afternoon games
  - Giving them a task and some time to review new materials
  - Checking in on them at the end of the day
  - Identifying a mentor or key contact person for questions and guidance
  - Providing information on groups/committees within the University available for them to join that pertains to their position and/or personal interests
  - Having applicable training materials ready and have time scheduled for training or job shadowing as needed
- **Training**
  - There are 5 required training modules that each new employee must complete within his/her first 30 days of employment with KUMC. Click [here](#) to login (using your KUMC network ID and password) to access the training modules.
  - Arrange for any mandatory department/job-specific training within the first 30 days of employment, or as soon as the training is available/appropriate.
  - PeopleAdmin training is required for anyone who will need access as an Applicant Reviewer, Hiring Manager and/or Department Admin in PeopleAdmin. Contact your HR Business Partner or the HR Tech Team to see when the next training session will be held.

## *Resources*

The KUMC Human Resources Office is available to assist with any questions in navigating through PeopleAdmin or recruiting efforts. The Equal Opportunity Office is also available to provide guidance on affirmative action recruiting and non-discriminatory hiring practices. Additional information regarding available resources and contacts is available at:

- [KUMC Human Resources](#)
- [KUMC Equal Opportunity Office](#)
- [KUMC Diversity & Inclusion Cabinet](#)