

STATE OF KANSAS

Application and Selection Process

Executive Summary

Kansas State job applicants are benefiting from a streamlined recruitment and selection process, which makes it easier to register and update employment skills. Having already eliminated testing, Kansas re-engineered its application process to improve the state's ability to recruit, identify, and hire top performers. Beginning in August 2000, applicants will be able to register their skills online, making the process even more user friendly.

The Division of Personnel Services (DPS) partnered with employment managers from other state agencies to design the new process, which uses qualitative approach to identify and measure the competencies required for state jobs. This qualitative approach to identify and measure the competencies required for state jobs. This qualitative method focuses on the level or quality of work performed, rather than on the amount of time spent performing a skill.

Competencies were introduced into the state's new hiring process allows human resource managers to assess basic behaviors or attitudes that impact the applicant's ability to be successful on the job.

This is also the first step in the State of Kansas Competency Project. The competencies used in the recruitment and selection process are designed to be integrated into all of the state's assessment and development processes, including training and development, performance management, and compensation.

Customer survey results indicate that when used correctly, the new employment registration system is a valuable tool in the selection process. Moving to a qualitative philosophy that uses competencies has greatly improved the state's hiring managers' ability to identify top performers, even before their first day on the job.

a. Description of the program and relative significance to the improvement of the operation and/or efficiency of state government:

The new program was created as a result of internal and external customer requests to simplify and streamline the employment registration process. The old process was time consuming and difficult for applicants

to accurately assess their knowledge, skills, and abilities for state jobs. State agencies wanted a more effective method of recruiting top performers and evaluating applicants' qualifications prior to the interview phase of the hiring process.

In order to apply for state jobs, applicants must register their education, job experience, knowledge, and skills with the Division of Personnel Services. Applicants assess their proficiency levels in a variety of areas that measure their competencies for state jobs in one or more of seven occupational categories. In order to streamline the employment registration process for applicants, a scannable bubble sheet and skill inventory booklet were combined into a single employment registration form. The applicant writes the number of their proficiency level directly on the employment registration form, which is scanned into the Statewide Human Resource and payroll (SHARP) system.

Beginning in August 2000, applicants will be able to register their skills online by accessing the Division of Personnel Services website. Once the online registration is submitted, the registration information will be automatically entered into the SHARP system. Currently applicants must either pick up the registration forms or request that they be mailed to them. When the registration form is completed, the applicant must hand deliver, mail, or fax it to a Job Service Center or the Division of Personnel Services. Finally, the form must be scanned into the system. The online registration process will allow the applicant to obtain the form by logging on to the DPS web site, at which time the applicant can complete the form and submit it. The registration information will be downloaded into the SHARP system during the next daily processing. This 24-hour turn around time will make the State of Kansas application and selection process even more efficient and user friendly.

Once applicants have registered their skills, they may apply for any state job in which they are interested. Applicants may update registration whenever they obtain a new skill or a higher level of competency.

Agencies enter job requisitions directly into the SHARP system. Each job requisition lists the required minimum qualifications and the numerically weighted preferred skills identified by the hiring agency as necessary for successful job performance. These job openings are then listed on the weekly Notice of Vacancies. Registered applicants interested in applying for a job opening submit the application materials requested by the hiring agency. These applicants are then entered into the SHARP system and associated with the job requisition. The SHARP system matches the competencies and proficiency levels reported by the applicant with those identified on the job requisition. A list of qualified

candidates is identified and prioritized according to the competency levels required for the job.

Agencies review the candidate pool and application materials to decide who will be asked to interview for the vacancy.

The system automatically screens minimum qualifications for each applicant. In addition to screening applicants on the required minimum qualifications, agencies are able to screen on additional competencies which they select as preferred skills for that specific job.

The minimum qualifications for each of the State's 725 job classifications were revised to reflect the change to a qualitative rating system. This enables agencies to identify and interview candidates who have the highest level of expertise in the required job skills, even though they may not have as many years experience as other applicants. In addition, the qualifications for a class series are now written to provide clear career paths that give employees the ability to set job related goals and obtain experience in their current classification that will prepare them for the next class in a series.

Competencies were introduced into the state's new hiring process in order to provide clear expectations and measures of success for both employers and applicants. In addition to evaluating work experience and job knowledge, the new process allows human resource managers to assess basic behaviors or attitudes that impact the applicant's ability to be successful on the job. The Division of Personnel Services has plans to integrate the competencies used in the recruitment and selection process into all of the state's assessment and development processes, including training and development, performance management, and compensation.

b. Calculation of actual savings in the short term and/or long term:

The new application and selection process has or is anticipated to result in the following savings to state agencies:

- Productivity due to positions being filled sooner and being able to hire top performers
- Better applicant pools due to more effective methods of recruiting top performers and evaluating applicants' qualifications
- Less administrative time spent recruiting and screening applicants
- Less administrative