



# LIMITED-TERM EMPLOYMENT (LTE) ANALYSIS

The information below is presented in response to the following request for data analysis:

*On September 24, 2020 the Milwaukee Board of School Directors acted to “direct the Office of Accountability and Efficiency to conduct an analysis of the diversity of LTE contracts and all contracted staff. The analysis is to include the number of people of color applying and the number of people of color selected for contracted services and hindrances to contract attainment.”*

## SCOPE AND METHODS

A descriptive analysis approach was implemented to provide an overview of the following datasets related to Limited-Term Employment (LTE):

- **LTE Contracts** – LTE contract data was retrieved from the PeopleSoft database as of October 14, 2020.
- **Job Postings/Applicants** – Data for LTE job postings and applicants was retrieved from the PeopleSoft database from March 2015 – October 2020.
- **LTE Survey** – The LTE survey was designed and distributed using the Qualtrics software for the time period of February 1, 2021 through February 12, 2021. All data was collected and aggregated by the Office of Accountability and Efficiency to ensure confidentiality.
- **Staffing Services** – Contracting staffing data was provided by Goodwill Talentbridge, LLC from October 2019 – December 2020.

## SUMMARY

Using multiple data sources, a Limited-Term Employment (hereinafter referred to as LTE) analysis was conducted to study diversity of LTE contracts and identify other disparities in the hiring and recruitment process. The analysis is summarized into four main categories as follows:

- **LTE Contracts** – As of October 2020, there were 155 LTE employees currently active and 568 who have been terminated, providing a data sample of N=723. In terms of race/ethnicity composition of LTE employees, 51% were White, 38% African American, and 7% Hispanic/Latino. Asian and American Indian/Alaskan Native LTE employees account for less than 1%. Overall, the compensation average for LTE employees was \$31/hour. White and American Indian/Alaskan Native LTE employees were the only ethnic groups being compensated above the average at \$33/hr. African American LTE employees have the lowest compensation average of \$28/hr. To learn more about the context of LTE positions, other data points were analyzed. Of the 723 LTE employees in the analysis, 80% (575) had previously worked for the District under a non-LTE position. In fact, about half (51%) of all LTE employees are MPS retirees.
- **Job Postings/Applicants** – Between March 2015 and October 2020, there were a total of 517 distinct LTE applicants. In terms of race/ethnicity of applicants, 46% were White, 44% were African American, and 6% were Hispanic/Latino. Asian and American Indian/Alaskan Native applicants account for less than 4%. Furthermore, 39 distinct LTE

job openings were posted during this time frame. This suggests that LTE employees are recruited through other resources outside of job postings.

- **LTE Survey** – An online survey was conducted for active LTE employees to learn more about their recruitment and hiring experience. Of the 136 LTE employees who received the survey, 48 (35%) responded. Respondents resembled a diverse sample. There were more than twelve different departments represented and more than fifteen different role titles. In terms of race/ethnicity, 54% of respondents were White, 25% African American, and 8% Hispanic/Latino.
- **Recruitment** – More than half of the survey respondents learned about their LTE position through a friend or colleague and/or were previously employed by MPS. Participants who applied for a posted LTE job opening stated they were attracted to apply because of the part-time flexibility and the opportunity to continue supporting students and colleagues. Hiring process challenges included timing, contracts, and retention as main challenges. The concept of “timing” as it relates to promptness, process, and contracts was a very noticeable theme throughout the survey. Recommendations from respondents included more timely communication, extending contracts, and increasing transparency, among others.
- **Staffing Services** – As an MPS staffing service provider, Goodwill Talentbridge, LLC provided contracted staffing data during 2020 for the following positions: Childcare Instructor, Substitute Secretary, and Children’s Health Assistant (CHA). Contracting staffing data was provided by Goodwill Talentbridge, LLC from October 2019 – December 2020. Of the 320 Goodwill Talentbridge contracted staff, 83% were African American, 8% were White, 6% Hispanic/Latino, and less than 1% Asian. Lastly, 63% of the staffing services in 2020 were for CHAs with an average compensation of \$21.08/hour.

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## SECTION 1: LIMITED-TERM EMPLOYMENT (LTE) ANALYSIS

### DATA

Data Source:

- Limited Term Employment (LTE) data was retrieved from the PeopleSoft database as of October 14, 2020. Data captured all LTE employees entered in the payroll system, which includes both terminated LTE employees and those currently active.

Data Limitations:

- There were 48 LTE employees with a compensation rate of one dollar per hour. This presents a data entry error since these employees were being compensated through other funding sources (e.g. grants, stipends, etc.). To control for this error in the data, the 48 LTE employees with a one dollar/hour compensation rate were removed from the analysis.
- To protect individual confidentiality, data with small values (less than five applicants) are suppressed in the data charts where applicable.

### DEMOGRAPHIC INFORMATION

The total data sample used for this analysis is N=723. As of October 14, 2020, there were 155 LTE employees listed as active and 568 listed as terminated.

- Race/Ethnicity (Table 1)
  - 51% of LTE employees are White followed by African American at 38%.
  - 7% of LTE employees are Hispanic/Latino.
  - Asian and American Indian/Alaskan Native LTE employees account for less than 1%.

*Table 1*

<b>Race/Ethnicity</b>	<b>Total LTEs</b>	<b>% of total</b>
American Indian/Alaskan Native	5	1%
Asian	8	1%
Black/African American	277	38%
Hispanic/Latino	52	7%
Not Specified	12	2%
White	369	51%
Total	723	

- Sex
  - 71% (513) of LTE employees identify as female and 29% (210) identify as male.

## COMPENSATION INFORMATION

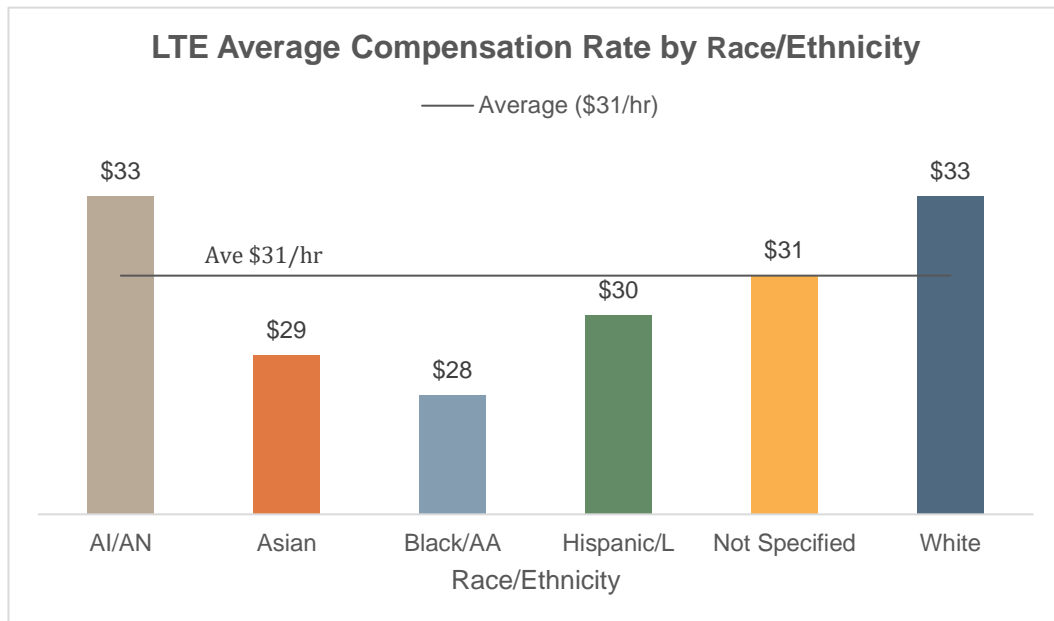
Table 2 and Graph 1 below depict the average compensation rate (hourly) by race/ethnicity.

- The average compensation rate for LTE employees is \$31/hr.
- African American LTE employees have the lowest compensation rate at \$28/hr.
- White and American Indian/Alaskan Native LTE employees are the only ethnic groups being compensated above the average at \$33/hr.

*Table 2*

Race/Ethnicity	Total LTEs	Ave/Hour
American Indian/Alaskan Native	5	\$33
Asian	8	\$29
Black/African American	277	\$28
Hispanic/Latino	52	\$30
Not Specified	12	\$31
White	369	\$33
Total	723	\$31

*Graph 1*



## POSITION INFORMATION/DEPARTMENT ASSIGNED

While there is not available data regarding job descriptions, there is information regarding the department where LTE employees are assigned. LTE employees have been assigned to approximately 90 departments. Table 3 provides a list of departments with the most (11+) LTE employees assigned over time in descending order.

Table 3

Department Name	LTE Status		Total
	Terminated	Active	
Department Organizational Development	64	37	101
Itinerant-System Wide	88	8	96
Office of School Admin	45	31	76
SS&A Student Services	47	3	50
Curriculum and Instruction	27	6	33
Office of Chief Academic Officer	19	4	23
Student Information Services	22	0	22
Department of Finance	18	2	20
Division of Special Services	16	2	18
Ronald Reagan Preparatory HS	9	8	17
Office of Human Resources	11	6	17
Office of Innovation	15	0	15
Technology	9	3	12
Food Services Division	4	7	11

## PREVIOUS MPS EMPLOYMENT

Of the 723 LTE employees in this data sample, 80% (575) had previously worked for the District in a non-LTE position. In fact, about half (51%) of all LTE employees are MPS retirees. Table 4 below presents the race/ethnicity composition of LTE employees who are MPS retirees:

Table 4

Race/Ethnicity of Retired LTEs	Total	% of total
American Indian/Alaskan Native	*	n/a
Asian	*	n/a
Black/African American	99	27%
Hispanic/Latino	23	6%
Not Specified	*	n/a
White	242	65%
Total	370	

\*Less than 5 employees

## LTE SEMI-ANNUAL LIFE-TO-DATE EARNINGS REPORT

For more information regarding the life-to-date earnings of LTE employees please visit the most recent semi-annual report: “Report with Possible Action on Limited-Term Employees” which may be accessed through the [Office of Board Governance Reference Library](#).

### DATA RECOMMENDATIONS

The following are data recommendations to ensure proper data entry and quality for future analyses:

#### Job Title/Description

- Information pertaining to the job title and job description of an LTE was limited. Having available and queryable data on the role of each LTE contract and employee would allow for further exploration of responsibilities and compensation rates.

#### Educational Attainment

- A similar observation applies to the education attainment data. 54% (390) of LTE employees are missing this variable (mostly entered as “Not Indicated”), which poses as a limitation. Having quality data on this measure would allow for further analysis regarding compensation rates and possible barriers to LTE recruitment procedures.

## SECTION 2: LIMITED-TERM EMPLOYMENT (LTE) JOB POSTINGS AND APPLICANTS

This part of the analysis provides information regarding LTE job postings and demographic characteristics of its applicants.

### DATA

Data Source:

- LTE job posting and applicant data was retrieved from the PeopleSoft database for March 2015 – October 2020.
- To protect individual confidentiality, data with small values (less than five applicants) are suppressed in the data charts where applicable.

Data Limitations:

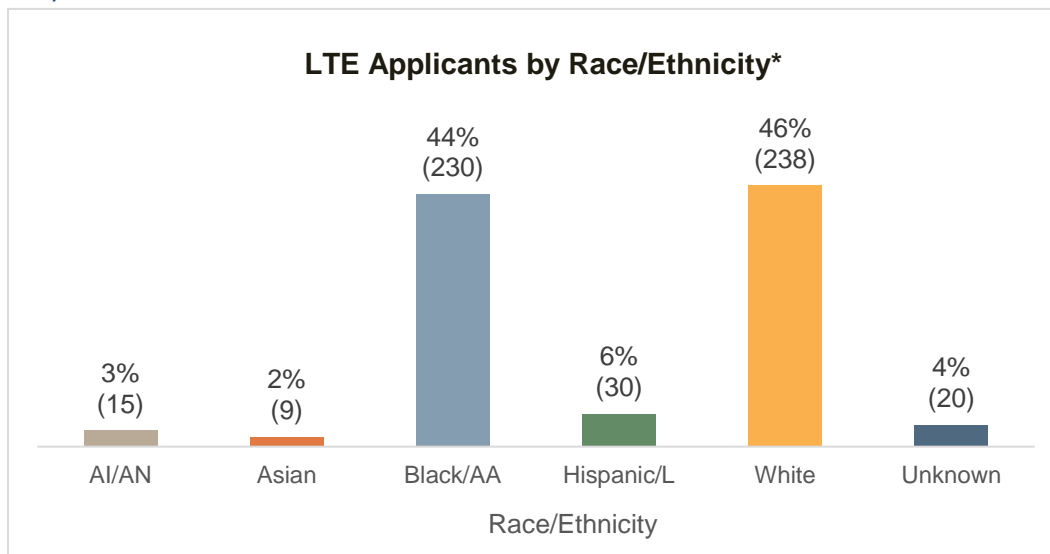
- Missing data on job posting dates may pose as a limitation.
- Totals may not sum. It was common for applicants to apply to multiple job postings at the same time and select different demographic characteristics (e.g. race/ethnicity) on different applications.

### DEMOGRAPHIC INFORMATION

Between March 2015 and October 2020, there were a total of 517 distinct LTE applicants. Graph 2 below shows applicants by race/ethnicity:

- The majority of applicants were White (46%) and African American (44%).
- 6% were Hispanic/Latino and less than 4% were Asian and American Indian/Alaskan Native.

*Graph 2*

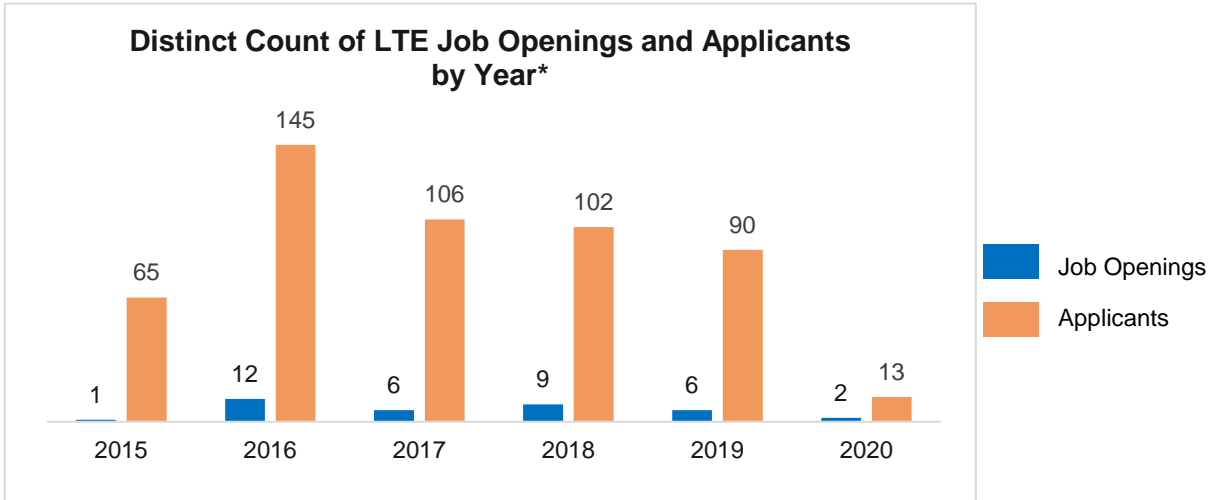


*\*Note: Totals may not sum. Applicants may select a different race/ethnicity on different applications. In addition, race/ethnicity categories with less than five applicants are not shown.*

## JOB OPENINGS

There were 39 distinct LTE job openings posted between March 2015 – October 2020. Graph 3 below illustrates the total number of distinct job openings and the number of distinct applicants by year.

Graph 3



*\*Three job openings with missing data are not included in the graph. All three openings were for internships and account for 20 applicants.*



## POSITION TITLES

Table 5 provides a list of all LTE position titles that were posted. The table also includes the number of applicants for each position in descending order.

- 32% (163) of applicants applied for the Induction Specialist position.
- Internships and Apprenticeships had the second and third largest pool of applicants (14% respectively). This may include grant funded positions.

*Table 5*

<b>LTE Position Title</b>	<b>Applicants</b>
Induction Specialist	163
Youth Apprenticeship	72
WIP Associate/Internship	71
Enrollment Canvassers	38
Admin. Coaching/Mentoring	31
Graduation Coach	31
JAG Multi-Year Program Specialist	29
Special Education Faculty	27
Recruiter	21
Reading Faculty	16
Business Faculty	14
Educator Implementation Coach	14
Computer Instructors	12
Computer Science	10
Communication Faculty	9
Math Faculty	8
Organizer-New Teacher Pipeline	8
ESL Faculty	7
Competency Based Teacher	5
School Improvement Reading Positions	3

### SECTION 3: LIMITED-TERM EMPLOYMENT (LTE) SURVEY RESPONSES

This section of the analysis focuses on conducting an online survey for active LTE employees. The purpose of the survey was to learn more about the overall recruitment and hiring experience of LTEs. Survey respondents shared feedback on their experience and recommendations for improving this process for future LTEs. Please refer to the **APPENDIX A: LIMITED-TERM EMPLOYMENT (LTE) SURVEY** for a copy of the survey.

#### DATA

Data Source:

- The survey was designed and distributed using the Qualtrics software. The implementation timeline was February 1, 2021 through February 12, 2021. All data was collected and aggregated by the Office of Accountability and Efficiency to ensure confidentiality.
- To protect individual confidentiality, data with small values (less than five respondents) are suppressed in the data charts where applicable.

Data Limitations:

- The survey was distributed to a total of 136 LTE employees and received 53 responses. Five surveys were incomplete (e.g. clicked on survey link, but not completed) and were removed from the analysis, which left a total of 48 responses.

#### PARTICIPANTS

The total number of survey participants was N=48.

Race/Ethnicity

- 54% of respondents are White, 25% are African American, an 8% are Hispanic/Latino.

Education

- 58% of respondents have a master's degree, 17% have a bachelor's degree, 13% have a high school degree, and 8% have some college credits.

Department Assigned and Roles

- Survey respondents represented more than twelve different departments. Similarly, there was a diverse representation in roles ranging from grants and finance to administrative, teaching, and mentoring.

Licensing

- 48% (23) of the survey respondents were required to have a specific license or certification to perform their duties. 57% (13) required a teaching license.

LTE status

- 56% (27) of respondents had served as LTE employees in the past. In fact, 74% (20) had served on three or more occasions.

The LTE survey was divided into three main categories to learn specifically about the recruitment, interview, and overall hiring experience.

## RECRUITMENT EXPERIENCE

- More than half of the respondents (52%) learned about their LTE position through a friend or colleague.
- 17% learned about their LTE position through MPS' Employment/Job Openings web page.
- 29% selected "Other" as their source of information. A common theme for "Other" was around having been previously employed by MPS. This was also supported earlier in this analysis by the PeopleSoft data (pg.5) where about half of all LTE employees are MPS retirees.

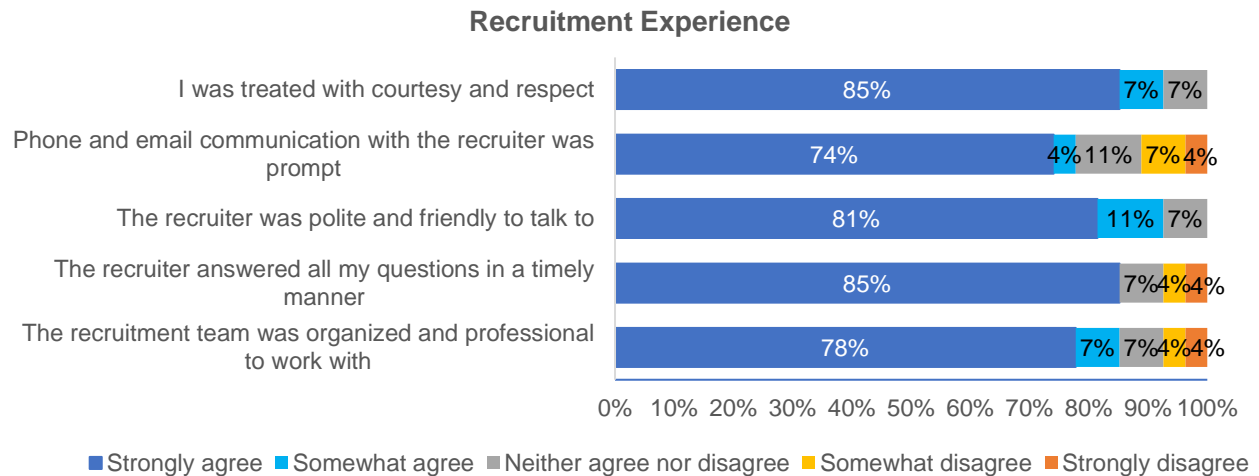
Of the 48 survey respondents, 27 (56%) submitted an application in response to a posted job opening for an LTE position. The word cloud below (Figure 1) provides an overview of what most attracted respondents to apply. Some common themes were around part-time flexibility, retirement status, and using their background experience to continue supporting students and colleagues.

Figure 1



To learn more about the recruitment experience of LTE employees who applied for the position, a candidate experience satisfaction section was included. Graph 4 below provides an overview of whether the respondent agreed or disagreed with the following statements specific to their recruitment experience:

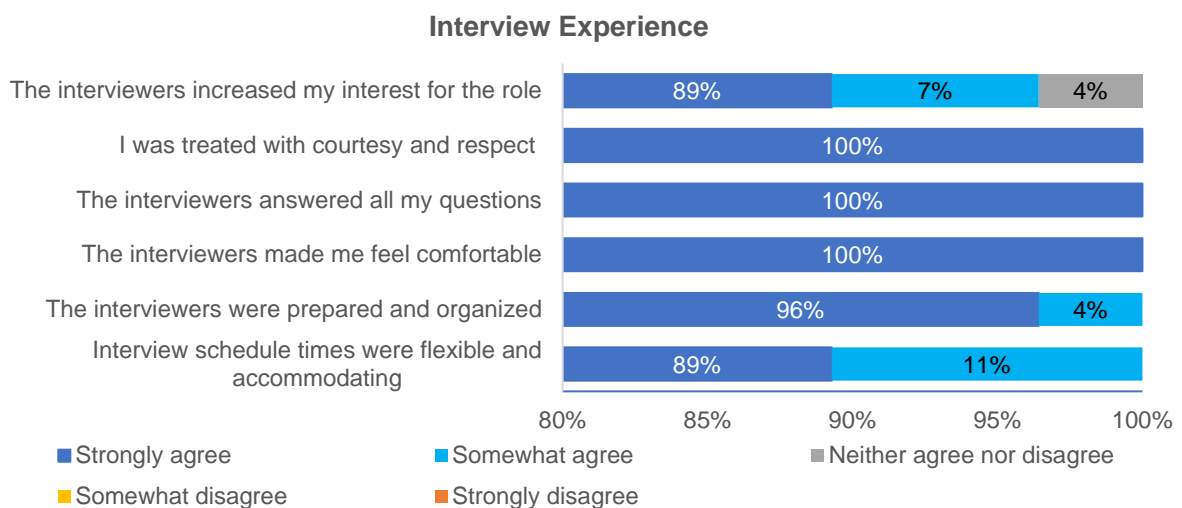
Graph 4



## INTERVIEW EXPERIENCE

The next section of the survey asked respondents to share their LTE interview experience. Of the 48 survey respondents, 28 (58%) participated in an interview for their LTE position. Of the 28 interviewees, 24 (86%) received a written job description and two (7%) were provided with interview questions in advance. Interviewees rated their interview experience using a similar candidate satisfaction section (Graph 5).

Graph 5



## OVERALL EXPERIENCE AND CHALLENGES

Lastly, all 48 survey respondents were asked to share their overall LTE hiring experience regardless of whether they applied or interviewed for their role. In addition to rating their overall

experience, respondents were also asked to share any challenges they may have encountered during their hiring process.

The most common challenges shared included timing, contracts, and retention. LTE employees reported waiting long periods of time before being able to start working; the process of getting contracts approved and signed took a long time. In addition, the level of contract uncertainty put pressure on the individual and departments. Lastly, LTE employees who expressed challenges also pointed out the need for having improved retention plans and transparency regarding compensation.

Graph 6 below provides an overview of whether participants agreed or disagreed with the following statements specific to their overall hiring experience:

Graph 6



*\*Note: Totals may not sum to 100% due to survey respondents choosing not to answer a specific statement.*

A very noticeable theme that was observed throughout the survey was the concept of timing as it relates to promptness, process, and contracts. The graph above shows similar ratings to the recruitment satisfaction scale. Somewhat disagree and strongly disagree ratings were mostly attributed to statements related to timing and transparency.

## RECOMMENDATIONS

Overall, survey respondents provided important insights and recommendations to improve the recruitment and hiring process of future LTE employees. More than 90% of respondents were satisfied with their LTE recruitment and hiring process and are likely to recommend to others that they apply for an LTE position at MPS. To improve the LTE recruitment process, respondents recommended the following:

- Continue to post LTE job announcements, including internally and perhaps as a stand-alone web page.
- Enhance the communication strategy to ensure transparency and keeping applicants informed. This may include training recruiters regarding the roles of LTE employees and scope of work.
- Hire more LTE employees and make more part-time positions available. Flexibility was particularly mentioned by MPS retirees who are looking to continue providing support. Inform MPS retirees of the option to become LTE employees.
- Develop effective planning for retention of LTE employees and ways for LTE employees to become permanent employees.

- Improve the speed of the hiring process. Respondents noted that the process takes a long time and discourages LTE employees from engaging. Timely communication, extending contracts, and transparency were all recommended.

## SECTION 4: CONTRACT STAFFING SERVICES

This section provides an overview of data for contracted staffing services from Goodwill Talentbridge, LLC. Since January 2018, Goodwill Talentbridge, LLC has provided contingent staffing services for non-executive personnel under a professional services blanket contract (B0001305). Positions include: secretarial/clerical, food service, and children’s health assistant (CHA).

### DATA

Data Source:

- Contracting staffing data was provided by Goodwill Talentbridge, LLC from October 2019 – December 2020. Data captures the following variables: ethnicity, sex, name, and job title.
- To protect individual confidentiality, names were removed from the data. In addition, data with small values (less than five employees) are suppressed in the data charts where applicable.

Data Limitations:

- To avoid analyzing and comparing partial year information and duplicate employee information, only data for 2020 was analyzed.
- In addition, due to COVID-19 and remote working conditions, staffing services may have been impacted, which poses as a limitation for comparison purposes.

### DEMOGRAPHIC INFORMATION

The total data sample used for this analysis is N=320.

Race/Ethnicity (Table 6)

- 83% of the contracted staff were African American.
- 6% were Hispanic/Latino and less than 1% Asian.

*Table 6*

<b>Race/Ethnicity</b>	<b>Total Contract Staff</b>	<b>% of total</b>
Asian	*	n/a
Black/African American	265	83%
Hispanic/Latino	19	6%
Two or More Races	9	3%
White	25	8%
Total	320	

*\*Less than 5 employees*

Sex

- 95% (304) of contracted staff identify as female and 5% (16) identify as male.

## POSITION INFORMATION

Staffing services during this period were provided for the following positions: childcare instructor, substitute secretary, and children's health assistant (Table 7).

*Note: Data did not include food service assistants.*

- 63% of staffing services were provided for children's health assistants followed by 36% for substitute secretaries.

*Table 7*

<b>Position</b>	<b>Total Contract Staff</b>	<b>% of total</b>
Childcare Instructor	*	n/a
Substitute Secretary	116	36%
Children's Health Assistants	203	63%
Total	320	

*\*Less than 5 employees*

## COMPENSATION INFORMATION

Compensation information was not included in the data provided by Goodwill Talentbridge, LLC. Instead, this information was obtained from the professional services contract and subsequent contract extensions. Compensation information was listed in the contracts as follows:

*Table 8*

<b>Position</b>	<b>Term 1 (Jan-Dec 2018)</b>	<b>Term 2 (Jan-Dec 2019)</b>	<b>Term 3 (Jan-Dec 2020)</b>	<b>Avg/Hour*</b>
Secretarial/Clerical Contingent Staff	\$16.81	\$16.91	\$17.01	\$16.91
Food Service Assistant	\$14.60	\$14.70	\$14.80	\$14.70
Children's Health Assistant	\$20.98	\$21.08	\$21.18	\$21.08

*Note: This compensation information represents the amount paid by MPS to Goodwill Talentbridge, LLC as listed in the contract and does not necessarily represent the amount paid by Goodwill Talentbridge, LLC to contracted staff.*

- The hourly rate for all three positions increased by ten cents (\$.10) for each subsequent year listed above (Table 8).

The children's health assistant position has the highest compensation at an average of \$21.08/hour. This position also accounted for 63% of all staffing services during this time frame (2020).



## APPENDIX A: LIMITED-TERM EMPLOYMENT (LTE) SURVEY

# Limited Term Employee (LTE) Survey

## Survey Flow

**Block: Default Question Block (1 Question)**

**Standard: Block 1 (9 Questions)**

**Standard: Block 2 (6 Questions)**

**Standard: Block 3 (5 Questions)**

**Standard: Block 4 (5 Questions)**

Page Break

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Start of Block: Default Question Block

Q1 The Office of Accountability and Efficiency (OAE) is conducting this survey to learn more about the overall recruitment and hiring experience of our Limited Term Employees (LTEs) as directed by the Milwaukee Board of School Directors. We'd love to hear from you about your experience and recommendations for improving this process for future LTEs. This will help improve the recruitment and hiring process and strengthen our commitment for diversity, equity and inclusion.

The survey should only take 5 minutes, and your responses are completely anonymous. Survey data will be collected and aggregated by the OAE to ensure confidentiality.

If you have any questions about the survey, please email us at [oea@milwaukee.k12.wi.us](mailto:oea@milwaukee.k12.wi.us). The survey will close on Friday, February 12th, 2021.

Thank you very much for all your help and we really appreciate your input!

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End of Block: Default Question Block

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Start of Block: Block 1

Q2 First, we'd love to learn more about you

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Q3 Is this your first engagement as an LTE with MPS?

- Yes (1)
  - No (2)
- 

*Display This Question:*

*If Q3 = No*

Q4 How many other times have you served as an LTE in the past?

- Once (1)
  - Twice (2)
  - On three or more occasions (3)
-

Q5 Which department are you currently assigned to?

Department (1)

▼ Department of Benefits, Pension & Compensation Services (1) ... Other (36)

Q6 What is the title of your current LTE role?

\_\_\_\_\_

Q7 What is the highest level of education you have completed? (select all that apply)

- I have a high school degree (1)
- I have a GED (2)
- I have some college credits (3)
- I have a Bachelor's degree (4)
- I have a Master's degree (5)
- I have a PhD, EdD, or JD (6)

Q8 Does your current LTE assignment require a specific license or certification?

- Yes (1)
- No (2)

*Display This Question:*

*If Q8 = Yes*

Q9 Please enter the type of license/certificate needed:

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Q10 What is your race/ethnicity? (*Please select the racial or ethnic group with which you most identify*)

- Asian (1)
- Black/African American (2)
- Hispanic/Latino/a (3)
- Native American/Alaskan Native (4)
- Native Hawaiian/Pacific Islander (5)
- White (6)
- Other (7)

End of Block: Block 1

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Start of Block: Block 2

Q13 Tell us more about your LTE **recruitment** experience...

Q14 How did you learn about your current LTE position?

- Search engine (Google, Yahoo, etc.) (1)
- Recommended by friend or colleague (2)
- Social media (e.g. LinkedIn, Facebook, etc.) (3)
- MPS's Employment/Job Openings web page (4)
- Other (5) \_\_\_\_\_

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Q15 Did you submit an application in response to a posted job opening for this LTE position?

Yes (1)

No (2)

*Skip To: Q16 If Q15 = Yes*

*Skip To: Q18 If Q15 = No*

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Q16 What most attracted you to apply for an LTE role at MPS?

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Q17 Please tell us whether you agree or disagree with the following statements about your LTE recruitment experience at MPS:

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
The recruitment team was organized and professional to work with (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The recruiter answered all my questions in a timely manner (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The recruiter was polite and friendly to talk to (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone and email communication with the recruiter was prompt (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was treated with courtesy and respect (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Overall, what do you think would make our LTE recruitment process better?

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End of Block: Block 2

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Start of Block: Block 3

Q19 Tell us more about your LTE **interview** experience...

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Q20 Did you participate in an interview prior to your being notified that you were selected for this LTE position?

Yes (1)

No (2)

*Skip To: Q21 If Q20 = Yes*

*Skip To: End of Block If Q20 = No*

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Q21 Were you provided with a written job description?

Yes (1)

No (2)

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Q22 Were you provided with interview questions in advance?

Yes (1)

No (2)

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Q23 Please tell us whether you agree or disagree with the following statements about your LTE **interview** experience at MPS:

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
Interview schedule times were flexible and accommodating (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The interviewers were prepared and organized (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The interviewers made me feel comfortable (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The interviewers answered all my questions (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was treated with courtesy and respect (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The interviewers increased my interest for the role (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Block 3

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Start of Block: Block 4

Q24 Lastly, please tell us more about your **overall** LTE hiring experience...

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Q25 Please tell us whether you agree or disagree with the following statements about your **overall** LTE hiring experience at MPS:

	Strongly Agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
The hiring process was speedy (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The hiring team was transparent and kept me informed (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had a good understanding of my role and responsibilities (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The hiring team was culturally sensitive (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q26 How likely are you to recommend to others that they apply for an LTE position at MPS?

- Extremely likely (1)
- Somewhat likely (2)
- Neither likely nor unlikely (3)
- Somewhat unlikely (4)
- Extremely unlikely (5)

Q27 Did you experience any challenges during your hiring process?

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Q28 In general, how satisfied are you with your LTE recruitment and hiring process at MPS?

- Extremely satisfied (1)
- Somewhat satisfied (2)
- Neither satisfied nor dissatisfied (3)
- Somewhat dissatisfied (4)
- Extremely dissatisfied (5)

End of Block: Block 4

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