

**Section:** Employee/Labor Relations

**Section Number:** 4.8.4

**Subject:** Recruiting and Hiring

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## POLICY:

The responsibility for recruiting applicants for all categories of University vacancies and certain hiring functions are centralized in, and monitored by, the Human Resources/EEO Office. All new positions, replacements for established positions, or changes in status must be approved as outlined in Procedure [4.8.3](#) prior to recruiting and hiring.

I. Responsibilities of the Human Resources/EEO Office include insuring that:

- A. All related University procedures are followed.
- B. All vacancies to be filled through recruitment are posted prominently on campus, sent to the University Career and Employment Services Office, and publicized in news media and through registration with referral sources. Any vacancy not filled through recruitment must receive prior written approval of the President.
- C. Vacancies to be filled from the local labor market are listed with the Michigan Employment Security Agency and its affiliated agencies.
- D. Contents of all postings, formal announcements or job openings and advertisements comply with EEO requirements, prior to release.
- E. Applications received by mail or delivered in person are directed to and processed by the Human Resources Office.
- F. Applications are logged and each hiring is documented by supporting material.
- G. All unsuccessful applicants are notified.

## II. RECRUITMENT:

A. Preparation of Advertising Copy and/or Vacancy Notice

1. Approval from the appropriate vice president or Cabinet member of the position to be advertised must be obtained by the department head. (See Section [4.8.3](#))
2. A draft of the notice contents must be prepared by the department head and forwarded to the Human Resources Office. For academic positions, the Provost must approve the contents of the notice.
3. The Human Resources Office will prepare copy for advertising, vacancy notice flyers, and/or mailing lists according to EEO requirements; flyers will be sent to the standard mailing list maintained and updated in the Human Resources Office.

B. Advertising

For LSSU's three different employee groups the following referral sources are utilized:

1. ACADEMIC VACANCIES

- a. The Chronicle of Higher Education.
- b. A limited number of professional publication(s) as requested by the department. The local paper for special needs with Provost approval.
- c. Approximately 275 College and University placement offices, professional women and minority referral sources.
- d. Special lists of institutions with major graduate programs in the discipline, or news media, as requested by the department head.
- e. LSSU worldwide web site

2. ADMINISTRATIVE, PROFESSIONAL AND TECHNICAL VACANCIES

- a. Executive vacancies are advertised in The Chronicle of Higher Education; professional publication(s); College and University placement offices, including women and minority groups, occasionally

registered with national placement services; and on LSSU's worldwide web site.

- b. Other administrative, professional and technical recruiting generally focuses on five states: Michigan, Wisconsin, Minnesota, Illinois, and Ohio, using the following:
  1. Daily news media in selected locations and local paper
  2. Professional publication(s) and news letters
  3. College and University placement offices
  4. LSSU's worldwide web site
  5. Other sources by special request.

### 3. OTHER NON-EXEMPT, CLERICAL AND SERVICE/MAINTENANCE VACANCIES

(Union positions must first follow the contract provisions for internal posting and bid procedure.)

- a. Jobs to be filled from the local area are registered with the Michigan Employment Security Agency.
- b. The supervisor/department head must review the file of applications which is maintained in the Human Resources Office.
- c. If no eligible applicants are found from the above sources, the job may be advertised in the local newspaper, or in some cases, in downstate newspapers, and LSSU's worldwide web site.
- d. All applicants for non-exempt positions, except Security Officer applicants, will be required to take the University pre-employment testing, in order to be considered for a position.

In order to positively support equal employment opportunity and affirmative action principles, any exception to the complete use of the referral sources listed for each employee group must receive written Presidential approval. The department head requesting the exception must document in writing reasons for the request. The President will forward a response to the exception request to the Human Resources Office.

#### C. Applications and Logging Records

All applications received on campus, whether for advertised or unsolicited positions, are to be directed to the Human Resources Office, where a log will be kept by position, listing name, address, date application was received, and degree or education. All materials will be acknowledged, given a number and forwarded to the chair of the search committee, if one is used. The Search Committee Chair should maintain correspondence with applicants at frequent intervals. After the hiring process is complete, all applications must be returned to the Human Resources Office for final response and storage. Unsolicited applications either receive notice of open positions for which the applicant is qualified, or notice that no positions are available.

#### D. Pre-Screening of Applications

The Human Resources Office will pre-screen all applications to determine whether applicants meet the minimum qualifications as advertised and listed in the position description. Applicants lacking the minimum qualifications (education, experience, and/or required testing) will not be forwarded to the department for consideration. If qualified candidates are not found as a result of this process, the department may elect to lower qualifications. In such cases, the position will be re-advertised and prior applications meeting the revised qualifications, as well as any new applications, will be forwarded to the department for consideration.

### III. HIRING

#### A. Screening

Records of applications received from the Human Resources Office must be kept by Search Committee Chairs. For academic positions a request for official college transcripts and three (3) recent references will be required of final prospects; applications should be screened with the involvement of appropriate faculty members.

1. A search committee will be utilized to review applications for all vacant faculty positions and to recommend to the dean up to three nominees for the position, if any qualify. The search committee will include at least one person outside of the department of the vacancy.
2. Reference checks will be made on final candidates and will be considered in the hiring decision.

Dean or committee members will check references of former employers and/or supervisors and of references provided by the top applicants prior to conducting interviews (including internal candidates).

Individuals making reference checks will transcribe notes of phone calls, recording date called and other pertinent information, and forward these notes to the Human Resources Office to attach to and store with the hiring log and selection documentation for the position when filled.

3. Search committees will not be used for ESP positions or for Administrative/Professional personnel who do not supervise other A/Ps. Exceptions to search committee use as previously outlined must be approved by the President.

## B. Testing

For Hourly, Non-Exempt positions:

1. The Human Resources Office will request department heads to list the skills and qualifications required for the performance of each job in the non-exempt group, and will maintain a skills inventory for each approved position.
2. The Counseling/Testing Center will determine which validated tests, if any, can be administered to evaluate these skills, and will administer these tests as requested.
3. All internal applicants for vacancies will be required to take the appropriate job related tests administered by the Counseling/Testing Center to evaluate the required skills.
4. All external, unsolicited applicants for non-exempt positions will be required to take a core of tests for basic, entry level skills required for positions in the area applied for (i.e. clerical, food service, maintenance).
5. Candidates who wish to be considered for a vacancy must sign a release form at the Counseling/Testing Center. The Counseling/Testing Center will then release the results of the testing to the Human Resources Office for inclusion in the employment test file. Individuals will be sent a copy of the test results, and may repeat any tests for which they wish to improve the results, according to guidelines established by the Counseling/Testing Center.

## C. Interviewing

The department head may establish a committee to interview candidates and will recommend candidates through the chain of command for approval.

1. For faculty positions: The files of three to five of the best applicants should be submitted to the Provost for review and approval of interview visit; telephone conversations with applicants should be transcribed and attached to forms.
2. For academic and administrative positions: The top three (3) candidates, when invited for an interview, **will have all expenses reimbursed** by the University unless an offer is extended, but not accepted. In such a case, the candidate will receive half the related expenses following receipt of the reimbursement requisition.

Following the interview, a statement of expense prepared and signed by the candidate must accompany the requisition for reimbursement. It should include a record of travel (miles, airfare, etc.) lodging, meals, tolls, with receipts for public transportation and lodging. If the hiring department wishes to invite additional candidates for interviews, the expense reimbursement may be made with departmental funds, if available, or the candidate may be asked to pay expenses.

An interview itinerary should be developed which includes conferences with department members, department head or dean, appropriate Cabinet member and possibly the President. Visits to relevant campus facilities should be planned as well as a general tour of the campus and community.

## D. Selection and Employment Procedures

1. For non-exempt positions: In making the position recommendation, the supervisor will take all factors into consideration, including information on the application form, reference checks, employment and educational background, related experience, written and performance test results, other demonstrated skills, the contents of the personnel file (for internal candidates), and the interview process. Seniority may also be a consideration for qualified internal candidates. Prior to making any offer of employment, the department head must review the process with and receive clearance from the EEO Officer.

When a candidate is selected, the supervisor involved will document reasons for the selection following the format of the EEO memo (see last paragraph in Section D2) and send it to the Human Resources Office along with the Request for Appointment Letter form (see Attachment 1), which is available from the Human Resources Office.

Once verification is received from the EEO Officer that Affirmative Action procedures have been followed and a Request for Appointment Letter form has been received in the Human Resources Office, an appointment letter will be mailed to the candidate. The supervisor will initiate a payroll authorization when notified of the candidate's written acceptance. The payroll authorization must be approved with required signatures and in the Payroll Office before the individual can be paid (see Procedure [3.19.7](#)).

For positions requiring frequent heavy lifting or strenuous physical exertion, the final candidate will be required to take a pre-employment physical exam before being placed in the position (see Procedure [4.8.9](#)).

2. For academic/administrative positions: The department head or dean will receive comments from department members or the search committee regarding the selection process and will consult with the appropriate Cabinet member; when the decision has been made, the department head or dean will submit a recommendation for

employment to the Cabinet member, who may forward the recommendation to the President. If approval is received, the **Cabinet member will consult the appropriate salary and/or benefits administrator for salary and appropriate fringe benefits information.** Prior to making any offer of employment, the department head must review the selection process with, and receive clearance from, the EEO Officer.

The Cabinet member will complete a Request for Appointment Letter form (see Attachment 1) and forward it to the Human Resources Office along with the EEO memo (see last paragraph of Section D2) completed by the chair of the search committee. Once verification is received from the EEO Officer that Affirmative Action procedures have been followed, an appointment letter will be mailed to the candidate. All faculty and exempt Administrative/Professional appointment letters will contain the following language: "To enable the University to comply with the requirements of its accrediting body, please remit prior to {hire date} official transcripts from all institutions of higher education that you attended to the Human Resources Office. Receipt of these transcripts is necessary before you can receive compensation for your appointment." Once a selection has been made and approved by the President, and the selected candidate has accepted the offer in writing, the department head or dean will prepare a payroll authorization.

After appropriate signatures are affixed to the payroll authorization, it should be forwarded to the Human Resources Office for processing. New employees must be directed to the Human Resources Office for orientation and completion of payroll paperwork. (See Procedure [4.8.5](#) for Moving Expense policy.) New employees should not commence working prior to approval of the payroll authorization and completion of other payroll paperwork, and verification of employment eligibility (Form I-9).

For EEO requirements, the Human Resources Office will record area of advertising and numbers of applicants by sex, ethnic origin (if known) and qualifications. The department head will make a complete record of the hiring and selection process, criteria and procedure used, individual hired, reasons for selection and salary offered. This will be forwarded to the Human Resources Office, along with all applications, reference notes, and correspondence with applicants, for storage. The Human Resources Office will respond to all unsuccessful candidates.

Attachments 3 and 4 (checklists) are provided for assistance to guide departments through the Recruiting and Hiring process.

## **FACULTY RECRUITING AND HIRING CHECK LIST**

### **DEAN**

1. Obtain approval of position from Budget Director, Provost and President. Complete Form LSSU-372, "Position Replacement/Addition Approval Request."
2. Determine rank, required qualifications and duties, and approximate salary -- obtain approval from the Provost and President.
3. Prepare draft of vacancy notice; obtain Provost approval; send to Human Resources Office with a list of preferred advertising sources.

### **HUMAN RESOURCES OFFICE**

4. Distribute vacancy notice and advertising -- Chronicle of Higher Education; mailing list; special lists or professional publications requested by dean.
5. Receive and log all applications; forward material to Search Committee Chair. Applications will be acknowledged immediately by the Human Resources Office. (LSSU Fact Sheet, employment application and other informational material will be sent with acknowledgment).

### **DEAN**

6. Maintain a record of all applications received, and a complete record of the hiring process.
7. Determine selection committee (from dept. faculty)
8. Review and screen applications with committee; determine top 3 - 5 candidates.
9. Request official transcripts and references from top candidates. (Send informational material such as LSSU video, catalog, LSSU Fact Book and/or local newspaper to top candidates.)
10. Verify credentials of top candidates - make record of sources.
11. Make reference checks - record notes on phone calls, source, date, and comments.
12. Submit files of top candidates to Provost for approval. (Suggested: maintain contact with candidates by phone or mail every two to three weeks; explain process and expected time lines of hiring process).
13. Record notes of all phone conversations with candidates and attach to applications.

14. Invite top candidates to campus for interview; set up interview schedule and visits with department members, Public Relations Office for photo, Provost, President and campus tours. (Suggested: tour of city, schools, government offices, local places of interest and housing opportunities).

**EXPENSES:** Notify candidates that all interview expenses will be paid on submission of travel/lodging/meal receipts, unless offer is made, but declined. In this instance half of the interview expenses will be paid.

**NON-DISCRIMINATION:** Assistance with legal interview questions is available from the Human Resources Office. (Suggested: training of committee with videos and books available in Human Resources Office).

15. Make final decision in consultation with department faculty/committee; submit recommendation for employment to Provost, who will forward to President.
16. If approval is received, request appointment letter be prepared by Human Resources Office for Provost's signature.
17. Prepare report on hiring process for Human Resources Office records -- attach all notes, reference check records, and interview notes. Hiring report must be received and reviewed by EEO Officer prior to preparation of appointment letter.
18. When candidate accepts appointment, prepare payroll authorization for processing.
19. Direct new faculty member to Human Resources Office for completion of paperwork and orientation.
20. Return all applications to Human Resources Office for storage.
21. Provide training on routine processes such as advising, scheduling and contractual obligations. (Suggested: a faculty "mentor" be provided to guide new faculty member through initial work procedures and provide familiarity with campus.) (Suggested: new faculty orientation should be scheduled early and concluded before school starts).

### **HUMAN RESOURCES OFFICE**

22. Responds to all applicants with appropriate letters. Stores applications for two years. Maintains records of hiring process for ten years.

FOR ADDITIONAL DETAILS SEE PROCEDURES MANUAL:

Sections [4.8.2](#), [4.8.3](#), [4.8.5](#), [4.8.7](#).

### **A/P RECRUITING AND HIRING CHECK LIST**

1. Write or revise job description - designate essential functions and required qualifications. Review with the Human Resources Office and obtain cabinet member approval.
2. Complete form LSSU-372, "Position Replacement/Addition Approval Request" - attach job description. Obtain all signatures for approval (new positions may require Board approval).
3. If new position, request market survey from Human Resources Office to establish salary range.
4. Prepare draft of vacancy notice; send to Human Resources Office for dissemination. Ads will be posted internally, and published in media locally, regionally, state-wide, or nationally, whichever location(s) the position warrants. Mailing lists and professional journals may also be utilized.
5. Human Resources Office will log, and acknowledge all applications and forward to department head. (LSSU Fact Sheet, employment application and other informational material will be sent with acknowledgment).
6. If desired, or required, establish a search committee - should have at least three members, one of whom is from outside the department.
7. Search committee recommends top 3 - 5 candidates for interview. (Suggested: send informational material such as LSSU video, catalog, Fact Book and/or local newspaper to top candidates. Maintain contact with candidates by phone or mail every two or three weeks; explain process and expected time lines of hiring process.)

#### **Non-Discrimination:**

Assistance is available from the Human Resources Office in correct interviewing techniques and legal questions that may be asked. (Books and videos available for committee training). A standard set of questions should be asked of all candidates and notes taken on responses, for the record.

NOTE: Selection must be based on the advertised qualifications required to do the job. If no qualified applicants are found, duties and qualifications may be lowered and the recruiting process repeated.

8. Top candidates for upper level administrative positions will be invited to campus to interview and expenses paid with approval of the appropriate cabinet member.

#### **Expenses:**

Notify candidates that expenses will be paid on submission of travel/lodging/meal receipts, unless an offer is made, but

declined. In this instance half of the interview expenses will be paid.

9. The department head should make reference checks to verify the qualifications and work record of top candidates. Source, date, and notes of reference checks should be attached to the record. Make written record of all phone conversations with candidates and attach to applications.
10. Notify Human Resources Office of final candidate choice; provide written rationale for the choice. The Human Resources Office will respond to unsuccessful candidates.
11. Provide Human Resources Office with information to enable the generation of an appointment letter.
12. When candidate accepts appointment, department head prepares payroll authorization.
13. Direct new employee to Human Resources Office for completion of paperwork. (Employee orientation will be scheduled at a later date). (Suggested: provide thorough orientation to the campus, the office procedures, and other offices and services on campus.)
14. The department head must document the entire selection process with written rationale for the final selection; attach all notes and records made, and forward to the Human Resources Office. Applications must be returned to the Human Resources Office for storage. (Applications are kept for two years; hiring records are kept for ten years.)

FOR ADDITIONAL DETAILS SEE PROCEDURES MANUAL:

Sections [4.8.2.](#), [4.8.3.](#), [4.8.5.](#), [4.8.7.](#)

### ESP RECRUITING AND HIRING CHECK LIST

1. Write or revise job description - designate essential functions and required qualifications. Review with the Human Resources Office.
2. Complete form LSSU-372, "Position Replacement/Addition Approval Request" - attach job description. Obtain all signatures for approval (new positions may require Board approval).
3. If new position, request classification from Human Resources Office to establish pay rate.
4. Request posting on campus; complete bid process through the Human Resources Office.
5. Establish a search committee - if desired.
6. Interview internal candidates.

#### **Non-Discrimination:**

Assistance is available from the Human Resources Office in correct interviewing techniques and legal questions that may be asked. (Books and videos available for committee training). A standard set of questions should be asked of all candidates and notes taken on responses, for the record. Physical agility and/or other skill tests may be given to help determine qualifications, providing all candidates for the specific job are tested in the same manner.

NOTE: Selection must be based on the advertised qualifications required to do the job. If no qualified applicants are found, duties and qualifications may be lowered and the recruiting process repeated.

7. Notify Human Resources Office of final candidate choice; provide written rationale for the choice. Human Resources Office will notify the candidates and the Union.
8. If no internal candidates apply, request Human Resources Office to screen applicant file for qualified individuals.
9. If no qualified applicants (or few) are on file, position will be advertised locally and registered with MESA and Career and Employment Services by Human Resources. Repeat steps 5 & 6 for external candidates.
10. All candidates are required to take the basic pre-employment tests prior to consideration for employment, with the exception of applicants for Security positions.
11. For positions requiring heavy physical labor/exertion (i.e. Physical Plant and Food Service jobs), a medical examination will be required for the final candidate before he/she is hired. Contact Human Resources Office to schedule exam.
12. The department head should make reference checks to verify the qualifications and work record of top candidates. Source, date, and notes of reference checks should be attached to the record.
13. All applicants responding to advertisements will be logged by the Human Resources Office and sent to the department. Unsuccessful applicants will be notified by Human Resources.
14. The department head/supervisor must document the entire selection process with written rationale for the final selection; attach all notes and records made, and forward to the Human Resources Office. Applications must be returned to the Human Resources Office for storage. (Applications are kept for six months unless updated. Hiring records are kept for ten years.)

FOR ADDITIONAL DETAILS SEE PROCEDURES MANUAL:

Sections [4.8.2.](#), [4.8.3.](#), [4.8.5.](#), [4.8.7.](#)