

**SECTION:** Human Resources  
**SUBJECT:** Employment Hiring Process – Selection of Candidate Process Documentation  
**APPLIES TO:** All Regular Staff Members (Excludes Temporary Employees)

### Selection of Candidate Process Overview

The objective of the selection of candidate process is to review candidates’ experience and qualifications, against the posting’s qualifications and expectations and select the most qualified candidate for the position. This process also serves in documenting the record of decision making process.

### Selection of Candidate Process

Activity	Responsibility	Reference/Comments
If the position is a bargained-for position, refer to the appropriate contract for process activities.		For information on Unions and Contracts: <a href="http://www.hr.umich.edu/staffhr/unions.html">http://www.hr.umich.edu/staffhr/unions.html</a> .
If the position is a Regent-approved position, refer to the Regents Bylaws and Regents Communication Manual for process activities.		Regents Bylaws can be found at: <a href="http://www.regents.umich.edu/bylaws/">http://www.regents.umich.edu/bylaws/</a> .  Regents Communication Manual can be found at: <a href="http://www.hr.umich.edu/acadhr/manual/index.html">http://www.hr.umich.edu/acadhr/manual/index.html</a> .
Identify qualified candidates by working with the candidate pool in <a href="#">eRecruit</a> .	FBS Client	<a href="#">SPG 201.22, Recruitment and Employment</a>  For information on how to work with the candidate pool, including running the Applicant Summary Report, running screening on applicant pool, viewing candidates, viewing resumes, viewing responses to pre-screening questions, and emailing and printing resumes, <a href="#">MY LINC</a> . In the Catalog Search box, type “eRecruit” and start the item called <a href="#">eRecruit: User Resources</a> .
Review RIF candidates listed on the Manage Applicants page in eRecruit, or on the Applicant Summary Report, to determine if candidates are qualified. “Qualified” means the employee is believed to be competent to perform the full range of duties as described in the position posting. It is not appropriate to eliminate a RIF candidate from consideration for a vacancy based on his/her current salary or the perception of being over-qualified.	FBS Client	<a href="#">SPG 201.72 Reduction in Force</a>  Staff members affected by layoff may be transferred to a position after the position is posted but prior to considering non-RIF bidders.  Department resources concerning Reduction-in-Force can be

		accessed at <a href="http://www.hr.umich.edu/empserv/department/rif.html">http://www.hr.umich.edu/empserv/department/rif.html</a>
Review disability placement candidates made known to the unit via contact from HR, to determine if qualified, consistent with applicable SPG policies and procedures.	FBS Client	<a href="#">SPG 201.84 EEO Affirmative Action Policy for Individuals with Disabilities</a>  Also see question #15 in the PeoplePay Q&A: <a href="https://peoplepay.umich.edu/faq.php?q=15#15">https://peoplepay.umich.edu/faq.php?q=15#15</a>  Also, definition is available on summary of earnings code (row 37) <a href="http://www.finance.umich.edu/finops/payroll/forms/earningscodedefinitions">http://www.finance.umich.edu/finops/payroll/forms/earningscodedefinitions</a> .
<p>Identify potentially strong candidates by reviewing resumes and cover letters.</p> <p>For job postings with numerous bids, use the screening feature in eRecruit. (Screening is optional and questions must be added to the job opening before it is posted.) Note that the screening questions allow you to use the search feature to narrow the candidate pool by matching keywords from screening questions against the candidates' resumes and cover letters.</p> <p>For candidates who have a restricted code noted on the Applicant Summary Report (available in eRecruit or acquired through FBS), determine if notation in the restricted table is relevant to the posted position.</p>	FBS Client	For information on using search techniques to identify potentially strong candidates among the job bids and on viewing the restricted table, <b>MY LINC</b> . In the Catalog Search box, type "eRecruit" and start the item called <a href="#">eRecruit: User Resources</a> .

<p>For postings containing an affirmative action goal, hiring team will receive a notifying email prompting you to run the Applicant Summary Report in eRecruit and review the diversity of the applicant pool. The goal is used to signal “targets of opportunity” for units to do more outreach to identify and interview qualified women, veterans, people who identify with a disability, and minority applicants for their positions.</p> <p>Review applicant pool summary data on the Applicant Summary Report with the Affirmative Action Availability data using the link at the bottom of the Report. This is to ensure pool resembles availability.</p> <p>Select appropriate candidate disposition codes (Hire, Interviewed, Withdrawn, etc.) and notify SSC via the eForm for seriously considered candidates. At a minimum, set the disposition for candidates that have been interviewed.</p> <p>Keep notes related to the selection process that can be used if needed to support the hiring decision.</p>	<p>FBS Client/FBS Client Hiring Team</p>	<p>Review should be done by someone other than hiring manager.</p> <p><a href="#">SPG 201.82, EEO/Affirmative Action Policy</a></p> <p>For information on using the EEO Summary Data report logon to <a href="#">MY LINC</a>. In the Catalog Search box, type “eRecruit” and start the item called <a href="#">eRecruit: User Resources</a>.</p> <p>Applicant Disposition should be updated to provide a record of candidates interviewed for the position, those extended offers, those rejecting offers, and those who are ultimately hired are automatically updated by the system.</p>
<p>The unit HR officer or someone in the department not directly involved in the hiring decision, reviews pool for qualified candidates and compares results against hiring manger’s list of potentially strong candidates to ensure due diligence in non-discrimination in selection process.</p> <p>If pool is not diverse or the pool does not contain qualified candidates, additional outreach should be done which may include networking, advertising in publications and other websites, or extending the posting.</p> <p>Hiring manager and the person performing this review should collaborate and reach understanding of exclusion and/or include additional candidates as appropriate.</p>	<p>FBS Client</p>	<p>Review should be done by someone other than hiring manager.</p> <p>Tips on recruiting a diverse staff: <a href="http://www.umich.edu/~hrra/emp_serv/department/empsel/diverse.html">http://www.umich.edu/~hrra/emp_serv/department/empsel/diverse.html</a>.</p>

<p>Interview qualified candidate(s) to determine best fit for position. Document and file interview notes in eRecruit or local file.</p>	<p>FBS Client</p>	<p>Guidelines for documenting interview notes including legal interview questions and notes: <a href="http://www.hr.umich.edu/empser/v/departement/empsel/legalchart.html">http://www.hr.umich.edu/empser/v/departement/empsel/legalchart.html</a></p> <p>Documenting the Interview in eRecruit: <b>MY LINC</b>. In the Catalog Search box, type “eRecruit” and start the item called <a href="#">eRecruit: User Resources</a>.</p>
<p>Administer tests as appropriate to determine skills or abilities relevant to the position.</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.22, Recruitment and Employment</a></p>
<p>Select most qualified candidate based on the results of the selection process.</p>	<p>FBS Client</p>	<p>Additional department approval may be required.</p>
<p>After selection of preferred candidate(s), perform professional reference checks. Document and file reference check notes in eRecruit or local file.</p>	<p>FBS Client</p>	<p>Making reference checks: <b>MY LINC</b>. In the Catalog Search box, type “eRecruit” and start the item called <a href="#">eRecruit: User Resources</a>.</p>
<p>If applicable, contact the International Center for assistance in applying for proper employment related visa status for staff.</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.18, Employment of Non-U.S. Citizens</a></p>
<p>Notify SSC of candidate selected and other interviewees so that disposition record status for selected candidate can be changed to “Hire” and those interviewed changed to “Interviewed” via the HR eForm.</p>	<p>FBS Client</p>	<p>For information on disposition status including definitions of each: <b>MY LINC</b>. In the Catalog Search box, type “eRecruit” and start the item called <a href="#">eRecruit: User Resources</a>.</p> <p>For additional training, search “HRE114”.</p>
<p>Ensure a valid working permit is secured on or before the first day of work for every minor. Minors are individuals under the age of 18, whether in employee or volunteer status, who have not graduated from high school. The minimum age for legal employment is fourteen (14).</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.20, Employment of Minors</a></p>
<p>Discuss all actual and potential conflicts of interest or commitment with candidate and obtain disclosure obligations as necessary.</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.65-1, Conflicts of Interest and Conflicts of Commitment</a></p> <p>Consult department policy.</p>
<p>If the candidate has a relationship to another</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.23, Appointment of</a></p>

<p>individual employed by the University, ensure this relationship constitutes neither an advantage nor a deterrent to appointment by the University, provided the individual meets and fulfills the appropriate University appointment standards.</p>		<p><a href="#">Relatives or Others with Close Personal or External Business Relationships; Procedures to Assure Equal Opportunity and to Avoid the Possibility Of Favoritism (Nepotism)</a></p>
<p>The University may require security clearance for its staff members, as a condition of employment in certain positions. Such clearance may be necessary for incumbents or applicants for employment if their work requires access to information classified by the Federal Government. The determination of need for security clearance for specific positions or projects will be mutually determined by the University (i.e., University Human Resources, department of Public Safety, Occupational Safety and Environmental Health) and the responsible government agency.</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.53, Security Clearance</a></p>
<p>For permanent term-limited and temporary employee appointments qualifying as “Full-Time” under Employer Shared Responsibility regulations, complete the ESR Eligibility Certification form and return to Human Resources at the start of the appointment to trigger an offer of health care coverage.</p>	<p>FBS Client</p>	<p>Form can be found at <a href="http://hr.umich.edu/esr-form">hr.umich.edu/esr-form</a>.</p> <p>NOTE: For variable hour temporary employee appointments, Human Resources will track hours worked and, if indicated, trigger offer of health care coverage at end of measurement period.</p>
<p>Review unit Continuity of Operations Planning (COOP) and identify critical services and critical employees and inform employees of their critical status designations.</p>	<p>FBS Client</p>	<p><a href="#">SPG 201.27, Emergency Reduction in Operations</a></p> <p>Both the COOP Template and the Critical Employee Designation Letter are available on the Division of Public Safety &amp; Security website. The link to the DPSS Emergency Management page is <a href="#">DPSS Emergency Management</a>. Once there, the user will need to go to the Resources section on the left-hand side and click either “COOP Template” or “Critical Employee Letter”. Access to</p>

		these documents will require a valid Kerberos login.
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**Other related information:**

## Key Contacts:

- Additional employment resources for departments can be found on the Recruiting and Employment Services website at <http://hr.umich.edu/empserv/> and [My LINC eRecruit: User Resources](#).
- Contact your HR Unit Liaison for eRecruit access questions.
- Contact HR Officer for any concerns.
- For University HR assistance contact University HR Rep, or University HR Employment Process Coordinator.

## Related Standard Practice Guides:

- In accordance with [SPG 201.24, Employment of Students](#), employment of students is encouraged to support their financial and educational needs, and to provide work experience that will assist them as they enter the regular workforce. Students will normally be placed into jobs that are seasonal, irregular, or sporadic and are considered supplementary to the regular workforce.
- In accordance with [SPG 201.65-0, Employment Outside the University](#), University employees may be employed outside of the University, but the outside employment must not detract from the performance of the duties and responsibilities of the University position, nor may it create a conflict of interest.
- In accordance with [SPG 201.35, Non-Discrimination](#), the University, in its employment and human resource policies and practices, will not discriminate against any individual because of race, color, religion, creed, national origin or ancestry, age, marital status, sexual orientations, gender identity, gender expression, disability, special disabled veteran and Vietnam-era veteran status, and height or weight, except as allowed by the need for bona fide occupational qualifications. Reasonable accommodation will also be provided to persons with disabilities, to disabled veterans, and to accommodate religious practices.
- In accordance with [SPG 201.84 EEO/Affirmative Action Policy for Individuals with Disabilities](#), the University will not discriminate in its employment practices against applicants who have a disability.
- In accordance with [SPG 201.87 EEO Affirmative Action Policy for Disabled Veterans and Veterans of the Vietnam Era](#), the University will not discriminate against any employee or applicant for employment because he or she is a disabled veteran or veteran of the Vietnam era in regard to any position for which the employee or applicant for employment is qualified.
- In accordance with [SPG 201.46, Personnel Records - Collection, Retention and Release](#), the collection, availability and disclosure of the contents of personnel files is governed by regulations established by the University and applicable laws. The Faculty and Staff Records Office, the Medical Center Staff Records

Office and the custodian of personnel files or records in various departments, schools, colleges or other University offices are subject to these regulations.

- Refer to [SPG 604.01, Department Record Retention For Business and Financial Records](#), to determine the proper record retention period relating to the job posting process.

**Record of Revisions:**

<b>Date of Issue</b>	<b>Description of Change</b>	<b>Page(s) Affected</b>	<b>Approved By</b>
7/11/2007	Original template created	All	
11/20/2008	Updated with SPG revisions and corrected links	All	
6/18/2010	Updates made for FY2010 Certification (information on eRecruit)	All but 5	
12/20/2010	1 minor update made for FY2011 Certification dealing with checking restricted code	2	
11/12/2012	Updated for FY2013 (additional step regarding assigning disposition status)	2	
1/15/15	Disability candidate placement; eRecruit status clarification	2,5	
1/18/16	Updated instructions	3,4,5,6	
10/15/2016	Adopted “new” Internal Control template.	All	
12/2016	Added clarifying language and removed COOP (added to “Offer Letter” written procedures.	2, 3, 6	
09/2017	Modified language for affirmative action goals, candidate dispositions codes, and added MyLINC and eRecruit references under Key Contacts	3, 7	
08/2018	Added minimum standard for updating dispositions and link to Recruitment and Employment.	3, 4	

**Document Owner:** Fleming Business Services (FBS) supported departments and FBS

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