NOTE: Any changes to process due to pandemic or remote work should be documented in procedures.

FINANCE
UNIVERSITY OF MICHIGAN

SECTION: Human Resources

SUBJECT: Employment Hiring Process - - Selection of Candidate Process Documentation

APPLIES TO: All Regular Staff Members (Excludes Temporary Employees)

NOTE: This document has been revised as part of the Annual Internal Controls Update

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.	EBS Director	For information on Unions and Contracts: Union Contracts and Wage Schedules Academic Contracts
If the position is a Regent approved position, refer to the Board of Regents Bylaws and Academic Personnel Regents Communication Manual for process activities.	EBS Director	
Identify qualified candidates by working with the candidate pool in eRecruit or other method.	EBS Client	SPG 201.22, Recruitment and Selection of all Regular Faculty and Staff 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 and applications in eRecruit, including responses to pre-screening questions. Instructions for emailing and printing resumes can be found on My LINC. Logon to My LINC, type "eRecruit" into the search box, and start the item called *eRecruit: User Resources*

Review Reduction in Force (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.	EBS Client	SPG 201.72 Reduction in Force 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 Reduction in Force (RIF) Resources for Administrators
Review disability placement candidates made known to the unit via contact from HR, to determine if qualified, consistent with applicable SPG policies and procedures.	EBS Client	See Disability & Accessibility on the ECRT website for more information.
Identify potentially strong candidates by reviewing resumes and cover letters. For job postings with numerous applications, use the screening feature in eRecruit. (Screening is optional and screening questions must be added to the job opening before it is posted.) Use of the keyword search feature will also narrow the candidate pool by matching criteria against the candidates' resumes and cover letters. Review the restricted table for both internal and external candidates prior to extending job offer. For candidates who have a restricted code noted on the Applicant Summary Report (available on eRecruit), determine if notation in the restricted table is relevant to the posted position.	EBS Client	For information on using search techniques to identify potentially strong candidates among the job bids and on viewing the restricted table: Logon to My LINC, type "eRecruit" into the search box, and start the item called *eRecruit: User Resources* Or view eRecruit Tips for a Better Hiring Experience on the Human Resources website.

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 managers list of potentially strong candidates to ensure due diligence in non-discrimination in selection process. Hiring manager and person performing this review should collaborate and reach understanding of exclusion and/or include additional candidates as appropriate.	EBS Client	Review should be done by someone other than hiring manager. See Resources and Guidance on the Resources for Hiring Departments webpage.
Ensure the appropriate candidate disposition codes are entered into the system for seriously considered candidates. At minimum, set the disposition for candidates that have been interviewed. Keep notes documenting the selection process that can be used if needed to support the hiring decision. Document and file interview notes in eRecruit or local file.	EBS Client/EBS Client Hiring Team	For information on using the Applicant Summary report, logon to My LINC, type "eRecruit" into the search box, and start the item called *eRecruit: User Resources* Applicant Disposition should be updated to provide a record of candidates interviewed for the position. Those extended offers, those that are not considered, and those who are ultimately hired are automatically updated by the system.
If reposting is needed, ensure additional outreach is done to build robust candidate pools, which may include networking, advertising in publications and other websites, and/or extending the posting.	EBS Client	Contact your HR Officer or University HR Representative for assistance. See Sourcing for Talent on the Resources for Hiring Departments page.
Interview qualified candidate(s) to determine best fit for position. Document and file interview notes in eRecruit or local file.	EBS Client	Guidelines for documenting interview notes including legal interview questions and notes, can be found under Resources for Hiring Departments For information on Documenting the Interview in eRecruit: Logon to My LINC, type "eRecruit" into the search box, and start the item called *eRecruit: User Resources*

Administer tests as appropriate to determine skills or abilities relevant to the position.	EBS Client	SPG 201.22, Recruitment and Employment
Select most qualified candidate based on the results of the selection process.	EBS Client	Additional local approval may be required. Review department's policy, if available.
Prior to extending a job offer to a candidate that will work outside the state of Michigan, engage central offices as needed for consultation regarding employment laws, tax, export controls, payroll, and work authorization. ***NOTE:*** *For more information, see* Remote Employment ***NOTE:*** *Except in limited circumstances, work outside of the U.S. or from a U.S. Territory is not permitted.*	EBS Client	See Remote Work Review and Approval Process document for roles and responsibilities at the department, unit, and central office levels. SPG 201.05-1, Interim Policy on Domestic and International Remote Work
After selection of preferred candidate(s), perform professional reference checks. Document and file reference check notes in eRecruit or local file	EBS Client	For information on making reference checks: Logon to My LINC, type "eRecruit" into the search box, and start the item called *eRecruit: User Resources*
Contact the International Center for assistance in applying for proper employment related visa status for staff.	Department	SPG 201.18, Employment of Non-U.S. Citizens
Change the disposition of all seriously considered candidates to "Interview" on the Manage Applicants page in eRecruit.	EBS Director/ SSC HR Coordinator	For information on disposition status including definitions of each: Logon to My LINC, type "eRecruit" into the search box, and start the item called *eRecruit: User Resources* For additional training, search "HRE114"
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	EBS Client	SPG 201.20, Employment of Minors

minimum age for legal employment is fourteen.		
Discuss all actual and potential conflicts of interest or commitment (COI/C) with candidate and obtain disclosure obligations as necessary.	EBS Client	SPG 201.65-1, Conflicts of Interest and Conflicts of Commitment Consult department's policy if available.
If the candidate has a relationship to another 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.	EBS Client	SPG 201.23, Appointment of Relatives or Others with Close Personal or External Business Relationships; Procedures to Assure Equal Opportunity and to Avoid the Possibility of Favoritism (Nepotism)
For temporary employee appointments qualifying as "Full-Time" under Employer Shared Responsibility regulations, complete the Employer Shared Responsibility Eligibility Certification form and return to Human Resources at the start of the appointment to trigger an offer of health care coverage. ***NOTE:*** *Temporary employee appointments qualifying as "Full-Time" meet all the following criteria:* *- At the time of hire, employee is expected to work 30 or more hours per week consistently for the duration of the appointment* *- Position expected to last three months or longer* *- Position is not seasonal (lasting six months or less and beginning in the same part of each calendar year)*	EBS Client	***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.*

Other related information:

Key Contacts:

- Additional employment resources for departments can be found on the Talent Acquisition website 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.

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, Work 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 201.46, 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, Departmental Record Retention for Business and Financial Records, to determine the proper record retention period relating to the job posting process.

Record of Revisions:

Date of Issue	Description of Change	Page(s) Affected	Approved By
7/11/2007	Original template created	All	Eric Sortor
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	Wording Clarifications and removed COOP from this document (Offer Letter).	2-6	

12/2016	Added clarifying language and removed COOP (added to "Offer Letter" written procedures.	2,3, & 6	
11/2017	Updated location of Applicant Summary Report, Added "Central Office" to section regarding HR Employment Process Coordinator, for those units not covered by the SSC, Added clarifying language regarding candidate disposition codes	2-3	
10/2018	Added clarifying language	1-3, & 5	
11/2019	Added clarifying language and updated links. Section on Security Checks was moved to Offer Letter Process.	1,3,5	
11/2020	No change		
12/2021	Updated links, Added language for extending offer to candidate that will work outside the state of Michigan	3, 4, 5	
11/2022	Updated link, updated SPG 201.82	2, 6, 7	
12/2023	Updated links	3, 6	
11/2024	Updated restricted language to include both internal and external candidates	2	
4/1/2025	Updated language to remove Affirmative Action	2-4, 7	
11/2025	Updated links per Accessibility Quick Tips, added reference to reposting	1-6	

Document Owner: Executive Business Services (EBS) supported departments and EBS
Administrative Owner: EBS