UNIVERSITY OF MICHIGAN

Business & Finance Division Search Guidelines

Recruiting and Hiring for Diversity & Excellence

University of Michigan
Ann Arbor

UNIVERSITY OF MICHIGAN
HUMAN RESOURCES
Office of Institutional Equity

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Introduction

The continued success of the Business & Finance Division depends upon the quality of the performance of its staff members as defined by the service they provide to the University. For this reason, recruiting, hiring and retaining outstanding employees is one of the most important functions performed by our supervisors. This manual has been developed to assist supervisors in conducting careful and thorough searches, so that Business & Finance will continue to have a workforce that allows it to be an innovative, engaged and productive service provider.

Business & Finance recognizes that its operations are strengthened by the diversity of its staff, and diversity is an integral component of a workforce that can anticipate and effectively respond to the incredible variety of needs of the University and its faculty, staff and students. When searches within Business & Finance are designed to attract candidates with diverse backgrounds, there is an increased possibility that the most qualified candidate will also be a person who adds to Business & Finance's diversity. In addition, federal and state nondiscrimination laws, as well as federal affirmative action regulations, require that the University conduct fair and equitable searches for open positions. This handbook is designed to meet that standard by helping to elicit the most diverse pool of qualified candidates available and assess candidates according to their abilities and without regard to race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

The enclosed procedures are guidelines for supervisors as they fill staff positions, and are not intended to convey any rights to job applicants and candidates.

Non-Discrimination Policy Notice

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office of Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388. For other University of Michigan information call 734-764-1817.

Active Recruiting

Effective supervisors don't sit back and wait for the talent they need to show up at their door; they go out and find it. This can be particularly important in trying to develop a more diverse staff.

Supervisors should continuously look for their next outstanding staff member, even when they don't have an open position. The following are some examples of active recruiting:

- Recognize that every professional encounter and many social encounters are recruiting opportunities.
- When at meetings or conferences, promote the University as an excellent place to work, giving examples of the dynamic issues the department and the University are addressing. Talk about the many excellent programs and benefits the University offers to create a welcoming, inclusive working environment and promote work/life balance. Mention some of the accolades the University has received.
- Make it a point to seek out candidates who would increase diversity at the University either through one-on-one conversations or by connecting with affinity groups within relevant professional organizations.
- Ask potential candidates for their business cards and contact these individuals when there is an open position. It is also helpful to build upon the person's good impression by following up the meeting with a short note or email, even if there are no open positions.
- Encourage potential candidates to visit the UMJobs.org website where they can sign up for e-mail alerts when positions of interest to them become available.
- Establish friendly relationships with potential candidates, which increases the odds that they'll consider employment at the University and in your department. Although a candidate may not choose to apply at U-M, they may encourage a friend or colleague to do so. It never hurts to promote the University as a positive and inclusive place to work.
- Encourage existing staff in their career and professional development. The University's Career Development Navigator can be particularly useful for current staff in achieving their career goals.

Every job applicant expects to be evaluated on the basis of their qualifications. Potential employees will not appreciate subtle or overt indications that they are being valued on other bases, such as their gender or race. Contacts with all potential applicants, including women and persons of color, should focus on their work experience, qualifications and potential for employment at the University.

For assistance in developing an active recruiting plan for your department, you may wish to access the University's diversity recruitment resources by emailing Staff.Diversity.Recruiting@umich.edu.

Beginning the Search Process

1. *Search Process Checklist*

The following checklist is useful in understanding and following a search process that is designed to yield a rich and diverse pool of candidates for your open position:

1. _____ Work with your hiring team/manager to receive appropriate approval to fill the position.
2. _____ Determine if you will use a search committee, or if the search will be conducted by the hiring manager. If using a search committee, formulate a charge [see page 4].
3. _____ Review B&F Search Manual/DVD and become familiar with policies and information useful in attracting qualified candidates to university positions.
4. _____ Review your department's past searches to determine what was successful and what was not. Consult with your HR office and peers for additional best practices [see page 4)]. Send exercises/tests to HR for review prior to executing, if applicable.
5. _____ Develop selection criteria and the position description. If a Position Description Form (PDF) is required, work with your Unit HR Officer to create. Send position description to your Unit HR Officer and/or unit designee for review, [see pages 5 and 6]
6. _____ Once the position description is approved, post on eRecruit, forward the position description as appropriate, including to those potential applicants developed during active recruiting [see page 2]. If an email is sent to you indicating there is an affirmative action goal for the requisitioned position, pay particular attention to development of the recruitment plan [see page 9].
7. _____ Work with your HR Officer/Administrator to assess the diversity of the applicant pool vs. availability data, and impact on recruitment plan. Revise the recruitment plan as warranted and consider posting externally; consult university diversity representative if applicable [see pages 9 and 10].
8. _____ Review applications and select applicants for phone and/or in-person interviews [see page 10]. Document RIFs that are not minimally qualified and follow up with internal staff.
9. _____ Develop interview questions [see page 11].
10. _____ Select interview candidates. Contact HR to see annual performance reviews and review personnel files on U-M internal candidates.
11. _____ Conduct interviews, assessing candidates using previously developed selection criteria [see pages 14 and 15].
12. _____ Check references of finalist(s) [see page 17]. Check with your Unit HR Officer on appropriate reference checking.
13. _____ Select best qualified candidate and make verbal contingent offer [see page 19], working with your Unit HR Officer. Upon receipt of background check clearance, work with EPC to finalize the offer, including the on-boarding process.
14. _____ Ensure proper disposition codes are assigned to all applicants [see page 22] or work with HR.
15. _____ Ensure documentation is completed and unit record-keeping process is followed. Retain search records for four years after start date of successful candidate [see page 26].

Job ID/Position Posted: ______________________________ Dates Posted: ______________________________

Date Filled: ______________________________ Hiring Mgr Signature: ______________________________

Unit HR representative signature: ______________________

2. Hiring Manager or Search Committee

In many instances, the hiring manager conducts the search. Hiring managers who have been unsuccessful in their attempts to further diversify their staff should consider accessing the University's diversity recruitment resources by emailing Staff.Diversity.Recruiting@umich.edu.

While hiring managers often involve others in the search process, sometimes they wish for all or part of the search to be conducted by a search committee. If the hiring manager decides to use a search committee, the committee should include members with different perspectives and expertise, and with a demonstrated commitment to diversity. Search committees should include women and persons of color whenever possible.

The hiring manager provides the committee with a written charge that clearly states the search committee's duties (including its duties regarding equal employment opportunity and affirmative action) and the extent of the search committee's authority (e.g., does it develop selection criteria and/or the position announcement, conduct telephone and/or on-campus interviews, recommend a certain number of unranked finalists to the hiring manager, etc.). See Appendix A for a Sample Search Committee Charge. Each member of the search committee should also receive the Quick Reference Guide to Recruiting for Staff Diversity & Excellence, which is available online at _____[the Quick Reference Guide is under development]_______.

Regardless of whether a hiring manager conducts the search or uses a search committee, persons involved in the search need to have a thorough understanding of:

- The position requirements
- The present and future needs of the department
- The University's policies regarding equal employment opportunity
- The Business & Finance Division's Mission Statement
- The University's Mission Statement
- Diversity as an essential component of the University's excellence and an ability to articulate the University's commitment to diversity
- University policies and programs that create welcoming, inclusive work environments
- These guidelines on Recruiting for Staff Diversity & Excellence

3. Reviewing Past Searches

Before beginning a new search, it can be helpful to consider past searches the department has undertaken. Issues to consider include:

- Were the applicant pools diverse? If so, which recruitment methods were successful?
- Were any women or persons of color interviewed?

- If women or persons of color have been hired in recent searches in your department or departments with jobs similar to yours, consider asking the hiring managers/search committees and the new staff members which recruitment methods were most successful.
- If women or persons of color were offered but declined positions, consider finding out why. Listen for potential insights into department practices that might have been a factor in candidates' decisions. Stories that appear to be highly individual at first may reveal patterns when considered in the aggregate.
- Find out what happened to women and persons of color who were interviewed but not hired in past searches. Where are they now? Does it appear that something interfered with the department's assessment of their likely success?
- If no women or persons of color have been made offers in recent searches, consider whether the positions have been defined too narrowly or whether the tools being used to evaluate candidates account for the strengths of diverse candidates.

Departments that would like additional assistance assessing their past search experiences may wish to consult with their Unit HR Officer, Staff Human Resources (at 734/763-2387 or hrpc@umich.edu) or the Office of Institutional Equity (at 734/763-0235(v) or 734/647-1388 (tty), or Institutional.Equity@umich.edu).

4. Selection Criteria

Vacant positions provide a unique opportunity to think about the hiring department's needs and how best to fill those needs. It is critical to consider whether the department is best served by filling the position with a candidate who has the same skill set as the staff member who left, or whether the department needs to (or will need to within the next few years) acquire additional areas of expertise, increase skills in a certain area, etc. This thought process will serve as a guide in developing selection criteria.

Selection criteria guide the hiring manager or search committee in determining which applicants best meet the qualifications for the posted position. Selection criteria should:

- be measurable
- be demonstrable
- be job-related
- be necessary to perform the job successfully
- align with the department's needs; and
- include a candidate's ability to work successfully in a diverse environment

It is not necessary to list every skill a candidate must possess in order to be successful in the position, but selection criteria should focus on the major challenges of the job. In addition, think not only about the skills the successful candidate needs, but what the person needs to accomplish with those skills and how they need to accomplish it. Focusing on results instead of desired skills can be highly effective in assessing candidates. For example, instead of "Ability to use email, Microsoft Office and computer technology in an office environment," consider "Demonstrated ability to communicate effectively and complete documents, reports and fiscal records electronically." It may also be helpful to review the University's organizational competencies when developing selection criteria. See Appendix B. Organizational competencies are defined as the skills, knowledge, abilities, and behaviors that support effective stewardship of the University of Michigan's mission, vision, values, and resources. U-M organizational competencies are the clusters of behaviors that employees are expected to exhibit in order to be successful in the organization as a whole, as well as behaviors that reinforce common organizational culture. Additional information regarding organizational competencies is available on the University's Performance Management website.

Selection criteria cannot include factors such as race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. The search committee or hiring official should also consider whether they are relying too heavily on whether the candidate will fit in, since candidates who seem to fit in effortlessly often mirror the existing workforce and skill set. It is, however, appropriate to assess whether a candidate is collegial. It is also appropriate to assess whether a candidate is skilled in working collaboratively, if such skills are needed for the job in question.

In the end, it is important that relevant and valid selection criteria are developed and adhered to so that all candidates are assessed on the same basis. Once selection criteria are drafted and weighted, they should be used to evaluate candidates. You may wish to use a form for your evaluation, such as the *Candidate Evaluation Form* enclosed as Appendix C, or a similar document.

5. The Position Announcement

The position announcement needs to be carefully written so that promising candidates are screened in, rather than inadvertently screened out. Once a position announcement is advertised, no applicant, however outstanding, may be considered for that particular search unless the candidate meets the minimum qualifications for the position. For this reason, position announcements are written to be as broad as possible while still establishing meaningful minimum qualifications. Areas that generally can be broadened include education level and types of experience that might be considered relevant.

Before developing a Position Description, it is helpful to do the following if not already done as part of developing the selection criteria:

- If applicable, review the generic classification description.
- Consider whether the position will be full or part-time, temporary or regular, position share or other special circumstance.

- If this is a new position, talk with your Unit HR Officer. Note that your Unit HR Officer can be a valuable resource in helping craft the position description.
- Think about what the position accomplishes. If there is an incumbent, think about what that person's duties are or should be.
- Think about who the position reports to and whether there are any special considerations or issues, such as multiple reporting relationships.
- Consider how the position fits into the department and connects with others.
- Consider whether the department has unmet needs the position could fill.
- Consider whether upcoming organizational changes will have ramifications for the position.
- Consider any new directions the department may take in the future and whether and how they would impact this position.
- Talk to individuals who can provide information about the position before the "formal" Position Description is written.

After information about the position has been gathered and assessed, the position description is written and is then classified by the Compensation and Classification Office. After classification, the position announcement is prepared. At a minimum, position announcements should include the following information:

- The position title, working title, position number and hiring department
- A brief description of duties
- The basic requirements for the position
- Preferred qualifications, if any
- Whether the position is full-time or part-time
- Whether the position has supervisory duties
- The closing date for receipt of applications
- The following statement: The University of Michigan is an Equal Opportunity/Affirmative Action Employer

It is important to avoid wording in a posting that can be considered discriminatory. For example, a posting stating that a position is ideal for a “new college graduate” can be interpreted as discriminatory on the basis of age. Stating that a person must be “able bodied” can discriminate against potential qualified applicants with disabilities. An example of more accurate and less problematic descriptions would be “routinely moves and transports packages up to 50 pounds.” If you have questions about whether particular wording is appropriate for a position announcement, please contact your Unit HR Officer, Employment Process Coordinator (hrpc@umich.edu or 734/763-2387) or the Office of Institutional Equity [Institutional.Equity@umich.edu or 734/763-0235 (v) 734/647-1388 (tty)].

The University has developed a number of documents to assist hiring managers in creating job openings, such as the Job Opening Quick Reference Sheet and the Job Opening Checklist & Cheatsheet, which are available by clicking here. Note that it is necessary to have access to eRecruit to view these documents. If you do not have access to eRecruit, your Unit HR Officer can assist you in viewing these resources.

Once the position announcement is drafted, it is sent to the Unit HR Officer for review prior to forwarding it to the EPC for final review and posting. All positions of 50% effort or more must be posted for a minimum of seven (7) days unless a waiver is received. See SPG 201.22.

Recruiting

1. Affirmative Action

Shortly after the job requisition is created, the hiring team (the hiring manager, Unit HR Officer and EPC) is informed whether the job group in which the position is located has a "goal" for women and/or minorities.[1] A job group has a goal if the University has fewer women or minorities in the job group than one would expect given availability.

If the job group has a goal for women and/or minorities, the University is legally obligated to take affirmative action when filling the open position. Affirmative action means taking positive steps to recruit women and minorities. The purpose of these positive steps is to encourage more women and minorities to apply, thereby increasing the possibility that a woman or minority applicant will be determined to be the most qualified candidate. This search manual includes the type of positive steps that are required when a job group has a goal, so whether there is a goal or not for a particular position, hiring managers/search committees who follow the guidelines in this manual will automatically satisfy the University's legal obligations both in terms of affirmative action and equal employment opportunity.

In the Business and Finance Division, hiring teams are expected to work towards developing diverse and qualified applicant pools, whether there is a goal or not. During the course of the search, the Unit HR Officer provides information about the gender and racial composition of the applicant pool to the hiring manager or search committee so that together they can assess whether additional positive steps are warranted to attract more women or minority applicants. In addition, all hiring managers and search committees are asked to develop recruitment plans intended to attract women, persons of color and other individuals who increase the diversity of the applicant pool (see Recruitment Plan, immediately below).

[1] Under the applicable federal regulations, minorities are defined as Black/African American, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native

2. *The Recruitment Plan*

Departments with open positions need to develop a plan regarding how they will go about recruiting the best and most diverse pool of candidates. For example, the following are some steps a department may take in an effort to increase the diversity of the applicant pool:

- Posting the position on relevant websites, such as HigherEdJobs.com or The Academic Network, Inc. The University currently has a subscription to this service, making it available free of charge to individual departments (contact the Employment Process Coordinator who is part of the hiring team for log-in information). As part of the HigherEdJobs.com service, departments may elect to have their postings included in the HigherEdJobs.com *Affirmative Action Email,* a weekly newsletter.
- Emailing the position announcement to relevant professional list serves.
- Using job posting services targeted to diverse groups, such as affinity groups for women and persons of color in your professional organization.
- Placing announcements in newspapers, journals and publications aimed specifically at women, persons of color and other diverse groups. Click here for a list of some of these publications or visit www.hr.umich.edu/oie/employment.html.
- Mailing position announcements to those contacts developed while actively recruiting (see Active Recruiting, page 2).
- Contacting peers (e.g., supervisors within the University, colleagues at other institutions, local or national employers) whose departments have similar positions to ask them if they know of any potential internal or external candidates.
- Widening the area in which the position is advertised.

Additional information is also available on the University's Diversity Recruitment for Staff website. Hiring managers/search committees who would like assistance indentifying websites, journals, newspapers and other avenues available to departments in their efforts to develop a diverse applicant pool may request assistance via Staff.Diversity.Recruiting@umich.edu.

The hiring unit must keep a record of the recruitment plan that includes a list of the sites where the position was posted, as well as a copy of the posting. This list should be maintained with the search file consistent with University policy (see Records Retention, page 26).

Assessing Applicants & Deciding Who to Interview

1. *Assessing the Diversity of the Applicant Pool*

A hiring manager should think of every open position as if it is the only opportunity s/he will ever have to hire a candidate who will increase the department's diversity. The Unit HR Officer will check the gender and racial diversity of the applicant pool while applications are being accepted, which allows for adjustment to the recruitment plan if necessary. The Unit HR Officer will also provide information on the diversity of the applicant pool once the application deadline has passed.

If the department doesn't draw a diverse pool of candidates on the first attempt, the hiring manager or search committee should consider extending the posting, reposting or accessing the University's diversity recruiting resources by emailing Staff.Diversity.Recruiting@umich.edu. If there is an affirmative action goal for a position (see Affirmative Action, page 8), these diversity recruiting resources can assist the hiring manager or search committee in assessing whether there are other recruiting steps that might be helpful, whether the position should be reposted, or whether reasonable efforts have been taken and the search should proceed with the existing applicant pool.

2. Reviewing Applications

The first step in assessing applicants is to remove from consideration those who do not meet the minimum requirements for the position. The remaining applicants should be assessed in terms of how well it appears they may be able to meet the selection criteria that have already been developed (see Selection Criteria, pages 5 and 15).

When reviewing applications, keep the following pointers in mind:

- Use the same criteria, applied in the same way, for all applicants.

- Reference letters written by persons unknown to the hiring manager/search committee should not automatically be given less credence or importance than those written by persons with whom the hiring manager/search committee is familiar.

- Be mindful to place a suitable value on non-traditional career paths. Take into account time spent raising children or getting particular kinds of training, unusual undergraduate degrees, and different job experiences. There is evidence that evaluations of men frequently go up when they have such work experience, while evaluations of women with the same kinds of experience go down.[2]

- Do not discount applicants who do not live in the area or who would have a long commute. The applicant should decide whether a move or lengthy commute is acceptable to them.

[2] Egan, Mary Lou, Marc Bendick and John J. Miller. (2002). "U.S. firms' evaluations of employee credentials in international business." *International Journal of Human Resource Management* 13:1. London: Routledge, Taylor and Francis Group.

Also keep in mind that all RIF applicants who meet the minimum qualifications for the position are to be considered. If a RIF application does not meet the minimum qualifications of the position, the hiring unit must document its reasoning. More information about RIF applicants is available from Staff HR, the Unit HR Officer and SPG 201.72.

It is also a good idea to obtain a copy of the applicant's general application from your Unit HR Officer. It contains potentially helpful information that is not contained in an applicant's résumé such as information on criminal convictions, reasons for leaving past employers, eligibility to work in the United States, salary history/expectations, desired days/times of work, and possible nepotism issues. In addition, if an applicant who is being considered for an interview is a current or former University employee, the Unit HR Officer or EPC can review the personnel record for performance evaluations and to ensure that the individual is eligible for rehire.

Sometimes there are so many applicants who appear promising it is difficult to decide which ones to select for further consideration. In such an instance, the hiring manager or search committee may wish to ask the promising applicants to submit additional information before reaching a decision. This is acceptable provided each of those applicants is given the same opportunity to provide information. In addition, information submitted by the applicants must be maintained as part of the search record (see Records Retention, page 26).

When deciding which applicants will be selected for an interview, keep in mind that women and persons of color are more likely to be hired when more than one woman or person of color is brought in for an interview, because their gender or race becomes a less notable aspect of their candidacy.[3] Once a decision is made regarding which applicants will be interviewed, either assign the proper disposition code for the applicants no longer under consideration, or provide the information to the Unit HR Officer so that s/he may assign the proper disposition codes (see Disposition Codes, page 22, below).

Interviewing and Checking References

1. Developing Interview Questions

Whether candidates are interviewed by telephone, in person or both, all candidates should be asked the same questions to allow for comparison, to ensure that job-related information is obtained, and to ensure that each candidate is treated equally and provided the same opportunity. For this reason, it is important to develop your list of interview questions before the candidate interviews begin. One of the more effective interviewing techniques is to use

[3] Valian, Virginia. (1999). Why So Slow? The Advancement of Women. Cambridge, Mass.: The MIT Press. See especially Chapter 7.

behaviorally based questions, such as "Describe a situation where you had to say 'no' to a customer, co-worker, or supervisor because you didn't think saying 'yes' would be right" and "If you are asked to operate a new piece of equipment, what would you want to know first?" Human Resources offers a list of behaviorally-based interview questions that focus on basic competencies and which can be extremely useful in developing interview questions for any position. Click here for this helpful list of questions or visit hr.umich.edu/empserv/department/empsel/basiccomp.html.

Generally an interviewer should have 15 to 20 questions prepared for a one-hour interview. While the same questions should be asked of all interviewees, an interviewer can and should ask relevant follow up questions. Understandably, these follow up questions will vary somewhat from candidate to candidate.

Interview questions should be job-related. There are some questions that are unlawful and should not be asked under any circumstances, such as the following:

SUBJECT	APPROPRIATE INQUIRIES	INAPPROPRIATE INQUIRIES
AGE	None.	Questions about age, date of birth, requests for birth certificate.
ARRESTS/CONVICTIONS	May ask if any record of criminal convictions and/or offenses exist, if all applicants are asked.	Inquiries regarding arrest record.
HEIGHT AND WEIGHT	None.	Inquiries about the applicant's height or weight.
CITIZENSHIP	May ask questions about legal authorization to work in the specific position if all applicants are asked.	May not ask if person is a U.S. citizen or what citizenship the person holds.
EDUCATION	Inquiries about degree or equivalent experience.	None.
DISABILITY	May ask about applicant's ability to perform job-related functions.	Question (or series of questions) that is likely to solicit information about a disability.
MARITAL OR PARENTAL STATUS	Whether applicant can meet work schedule or job requirements. Should be asked of all genders.	Any inquiry about marital status, children, pregnancy, or child care plans.
NATIONAL ORIGIN	May ask if legally authorized to work in this specific position if all applicants are asked.	May not ask a person's birthplace; if the person is a U.S. citizen; questions about the person's lineage, ancestry, descent or parentage; how the person acquired the ability to speak/read/learn a foreign language.
PERSONAL FINANCES	None.	Inquiries regarding credit record, owning a home, or garnishment record.

PHOTOGRAPH	None.	Any inquiry for a photograph prior to hire.
POLITICAL AFFILIATION	None.	Inquiries about membership in a political party.
ORGANIZATIONS	Inquiries about professional organizations related to the position.	Inquiries about personal or professional organizations suggesting race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, gender identity, gender expression, height, weight, disability, or veteran status
RACE OR COLOR	None.	Comments about complexion or color of skin.
RELIGION	Describe the work schedule and ask whether applicant can work that schedule. Should be asked of all applicants.	Inquiries about religious preferences, affiliation, denominations, church, and religious holidays observed.
SEX	None.	Inquiries regarding gender, gender expression or gender identity.
SEXUAL ORIENTATION	None.	Comments or questions about the applicant's sexual orientation.

Comments regarding the above prohibited subjects also should not appear in interview notes or otherwise be considered by the hiring manager or search committee members.

It is permissible to ask if a candidate has the necessary skills, training, experience and education to perform the job, provided this question is asked of all candidates. It is not permissible to eliminate an applicant from consideration if the applicant indicates a need for a reasonable accommodation for a disability (see Accommodations & Accessibility, page 15).

It is also permissible to ask whether the candidate is available to work the schedule demanded by the job, provided this question is asked of all candidates. It is not permissible to eliminate an applicant from consideration because the applicant indicates a need for a scheduling accommodation either due to a disability or for religious purposes.

If you have questions about permissible interview questions or how to assess an applicant's potential need for accommodation on the job, please contact the Office of Institutional Equity at 734/763-0235(v) or 734/647-1388 (tty), or Institutional.Equity@umich.edu for assistance.

2. Interview Notes and Other Search Documents

It is a good idea to take some notes during the interview. Notes can be helpful in reflecting on individual applicants and in discussions with others who interviewed the same persons.

Notes should be factual in nature and concern only those areas the University is lawfully allowed to consider. Bear in mind that interview notes and search documents may be subjected to scrutiny after the fact (e.g., during a federal audit, litigation or public records request) and the meaning of each word may be questioned. Jokes or sarcastic comments, or information regarding the attributes of a candidate that are not job-related, may create an appearance of bias that is not intended and may be difficult for the University to explain if the documents must be disclosed. Notes and documents that focus on required skills and relevant applicant responses will be more easily explained by the University. All interview notes and search documents, whether from phone interviews or on-campus interviews, should be maintained as part of the search record (see Records Retention, page 26).

Hiring officials or search committees who would like more information regarding access to search records through public record requests should contact the University's Freedom of Information Office at (734) 763-5082. Questions regarding access to search records via litigation, audit, subpoena or other mechanism should contact the Office of the General Counsel at (734) 763-0304.

3. Telephone Interviews

Prior to conducting on-campus interviews, you may wish to conduct telephone interviews to further screen applicants. When conducting telephone interviews, internal applicants should also be interviewed by telephone, even if they are located in the office next door. It is important that every applicant be treated equally throughout the interview process, and an internal applicant who is interviewed in person rather than over the telephone receives a substantial advantage over other candidates.

Telephone interviews are similar to on-campus interviews, and the guidelines for on-campus interviews, outlined immediately below, should be followed. Human Resources has also developed a list of tips for hiring managers and search committees to consider when conducting applicant interviews.

Candidates with disabilities may require reasonable accommodations related to their telephone interview. Please refer to "Accommodations & Accessibility" on page 15 for information about offering and providing accommodations.

Once the telephone interviews are completed and the hiring manager or search committee has decided which candidates will proceed to an on-campus interview, the hiring manager should assign proper disposition codes to those applicants no longer under consideration, or should provide that information to the Unit HR Officer for dispositioning (see Disposition Codes, page 22, below).

4. *On-Campus Interviews*

a. Consistent Treatment

During the on-campus interview, every candidate should be treated consistently in terms of time allotted for interviewing, persons with whom the candidate meets, informal opportunities to interact with staff, etc. For example, if scheduling a campus tour and there are a variety of sites to visit (athletic facilities, child care centers, etc.), either take every candidate to the same sites or provide each candidate an identical list of possible sites so they may select the sites of particular interest to them.

Focus on the candidate's ability to perform the essential functions of the job and avoid making assumptions based on perceived race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, gender identity, gender expression, height, weight, disability, or veteran status (see Applying the Selection Criteria, immediately below).

b. Applying the Selection Criteria

It is important to develop selection criteria in advance of interviewing applicants. As mentioned above, it's a critical step in determining the unit's needs in both the short and long term, as well as what qualifications, skills and attributes the unit would like to acquire in its new staff member so as to assist it in meeting those needs. In addition, selection criteria can be useful in helping hiring managers and search committees make evidence-based decisions consistent with the unit's needs, versus decisions based on hunches, assumptions, stereotypes and other unhelpful criteria.

Hunches can be helpful in some circumstances, but they're not useful in objectively assessing talent and have little role in the selection process. A hiring manager or search committee needs to be able to explain the decision to select or exclude an applicant based on objective criteria, and not feelings or assumptions.

Perceiving individuals accurately is important to making a good hiring decision. While most people would never consciously act on a stereotype, using pre-determined selection criteria and offering all candidates the same opportunity to provide information and advocate for their selection results in evidence-based hiring decisions and blunts the effect any stereotype might have had.

c. Accommodations & Accessibility

When inviting a candidate to an interview, it is important to mention that the University offers reasonable accommodations to persons with disabilities. The following language may be used:

> The University provides reasonable accommodations for persons with disabilities, both in the interview process and for its faculty, students and staff. Should you need an accommodation, please let us know at your earliest convenience so that we may make arrangements in advance of your interview. Please contact ______________________ at [phone number and tty, if available] or [email] with any request you may have.

If a candidate requests an accommodation and the department does not know how to meet the accommodation request or has concerns about the request, please contact the Office of Institutional Equity at 734/763-0235(v) or 734/647-1388 (tty), or Institutional.Equity@umich.edu for assistance.

Sign language interpreters may be arranged by contacting Deaf C.A.N., (248) 332-3331, www.deafcan.org/ and real time captioning may be arranged by contacting ScreenLine, L.L.C., (734) 761–6686 (v and tty) or sdeerhall@msn.com. Interpreters may also be available through the Michigan Online Interpreter System, www6.dleg.state.mi.us/interpreter/. For questions regarding sign language interpreters or how to use an interpreting service, please contact the Coordinator for Deaf and Hard of Hearing students at the Office of Services for Students with Disabilities, (734) 763-3000, or the Office of Institutional Equity at 734/763-0235(v) or 734/647-1388 (tty), or Institutional.Equity@umich.edu for assistance.

Note that it is not appropriate to determine that a candidate cannot perform the essential functions of the job based on an accommodation the candidate requests during the interview process. The candidate should be given the opportunity to discuss how s/he will perform the essential job functions, just as other candidates are provided that opportunity.

In addition to offering candidates the opportunity to request reasonable accommodations, it is wise to conduct interviews in accessible locations. If you do not know whether the location where you will be conducting your interview is accessible, please contact the Office of Institutional Equity at 734/763-0235(v) or 734/647-1388 (tty), or Institutional.Equity@umich.edu for assistance.

d. Promoting the University as an Inclusive Employer and Great Place to Work

During the interview process, the candidates will be assessing the position, the department and the University just as carefully as they are being scrutinized. The campus visit is an important opportunity for the department to communicate that it is seriously interested in the candidate's qualifications and skills and that U-M is a great place to work because it is dynamic and has a variety of family-friendly and inclusive policies and programs in place. How these messages are communicated can make a critical difference in recruiting diverse candidates to departments in which there may be little diversity. Make it clear that you are interested in the candidate's skills and experience rather than demographic characteristics. It is not helpful to make a point with candidates that the department is eager to hire a person with a particular personal characteristic.

It is important to consider how the department will convey to candidates that the University provides an inclusive community in which persons can thrive. One way to achieve this is to offer every candidate a packet of information regarding the various University policies and programs that address these issues. By providing this information, you might also answer questions a candidate is not comfortable asking during the interview process, but which are of particular importance to them. All candidates should receive the same information. Examples of materials the department may wish to provide candidates are:

- The link to the University's "About Working Here" website.
- A copy of the "Lesbian, Gay, Bisexual & Transgender Faculty and Staff Welcome Guide."
- The link to the University's Veteran's Connection website.
- The link to Campus Disability Resources.
- Information about the diverse employment possibilities that partners might find not only at the University (http://www.umich.edu/~jobs/), but at other institutions of higher learning in Michigan (http://www.michiganherc.org) and throughout Ann Arbor and the larger Southeast Michigan area. If your search is national, consider providing information that includes a link to the University's website on dual career resources website.
- Policies and information on maternity/child rearing leave, child care, elder care and modified duties/flex schedules. Much of this information is available on the Work Life Resource Center's website.
- Information about fun University or Ann Arbor events, such as Top of the Park, the Uniquely Michigan website and information about recreational activities, such as the websites created by the International Center and the Athletics Department.
- Information about benefits offered by the University, including medical and retirement benefits. Information is available at the Benefits website.

5. Checking References

Before making an offer of employment, it's necessary to check the finalist's references. For example, candidates sometimes interview well, but have a record of not actually performing as well as they have reported. The hour or two it takes to conduct a reference check is far less time than it will take to deal with performance, attitude or behavioral problems.

If more than one finalist's references are checked, it is important to once again ensure that candidates are treated consistently. For example, if references are checked via telephone for one candidate, the same should be done for other candidates to the extent it is reasonable.

The hiring manager/search committee should develop a list of specific job-related questions that will be asked of references before contacting them. Note that references cannot be asked questions that the University is prohibited from asking candidates, such as questions about disabilities, religion or children (see Developing Interview Questions, page 11). Hiring managers/search committees should not agree to receive information confidentially or "off the record," and whoever contacts the reference should keep notes of the conversation for the search file (see Records Retention, page 26).

As noted above, it is important not to give undue weight to a reference from an individual who is known, either professionally or personally, to the person checking the reference.

Examples of questions that may be asked of a reference include:

- What type of work did the candidate do for you?
- How would you rate the candidate's performance?
- What job progress did the candidate make?
- Why did the candidate leave your company/department?
- Would you rehire the candidate? Why or why not?
- What are the candidate's strengths?
- What are the candidate's limitations?
- How effectively does the candidate work with others?
- How well does the candidate work in diverse groups?
- Would you comment upon the candidate's dependability, initiative, ability to take on responsibilities, potential for advancement and degree of supervision needed?
- Did the candidate engage in any misconduct? If yes, please describe what happened.
- Anything else of significance we, as a potential employer, should know?

When contacting a reference, it is helpful to engage in the following steps:

- Identify yourself and your organization
- Ask if the time is appropriate for a reference check
- Indicate that the candidate has applied for a position within your department
- Try to make a connection to the individual and gain their confidence
- Describe the position
- Ask the questions that have been developed for references
- Ask for any additional helpful information
- Thank them for their time

When assessing information from a reference, consider the following:

- What is the reference's relationship to the candidate?
- Does the reference have specific knowledge of the candidate's skills?
- How much does the reference know about the candidate's level of experience?

- Does the reference understand the duties required by the position under consideration?
- According to the reference, did the candidate perform his/her job duties well?
- Did the reference have specific examples of excellent performance?
- Did the reference have specific examples of good interpersonal skills?
- Did the reference have specific examples regarding the candidate's initiative?
- Did the reference have any specific examples of commitment to diversity?
- Was there anything about the reference that was negative or raised concerns? Have other references provided similar information? Is it necessary to follow up with other references or the candidate to address the concerns?

Finally, if a finalist is a former University employee, ask the Unit HR Officer to check the personnel record for performance evaluations and to ensure the individual has not been recommended against rehire.

Making a Decision and an Offer

Once the hiring manager or search committee has evaluated the applicants, checked references, selected the top candidate, and received necessary approvals, if any (see SPG 201.22: Recruitment and Selection of all Regular Faculty and Staff,), an offer may be made unless the employee is not a U.S. Citizen or Permanent Resident, in which case the hiring manager must first consult with the International Center (see Visas, page 21).

The University has developed a number of documents to assist hiring managers in creating job offers, such as the Job Offer Checklist & Cheatsheet, which is available by clicking here. Note that it is necessary to have access to eRecruit to view these documents. If you do not have access to eRecruit, your Unit HR Officer can assist you in viewing these resources.

1. *Negotiating a Contingent Offer*

When a new staff member is hired into a bargained-for position, the offer is dictated by the collective bargaining agreement and is not negotiable. For information on unions and collective bargaining agreements. For other staff, the offer may be subject to negotiation; however, no offer is final until various contingencies, such as background checks, have been completed, as discussed below. Hiring managers should consult with their Unit HR Officer and EPC regarding any contingencies that must be satisfied before an offer is final. It is also important that the candidate be made aware of any contingencies that must be satisfied before the offer is final. No offer should be presented as final until the hiring manager, Unit HR Officer and EPC agree that either there are no contingencies or that all contingencies have been satisfied.

The way in which negotiations are conducted can have a huge impact not only on the immediate hiring outcome, but also on the new hire's future career. Hiring managers should focus on making a fair offer, even when the candidate is not a skilled negotiator. A hiring manager who secures a candidate for a starting salary that is less than other recent hires in the same type of position may in the long term create a salary equity concern and related problems. Hiring managers who focus on hiring staff in identical positions at a set starting salary without regard for negotiating skills will avoid situations in which, for example, a high performing staff member is earning less than an average performer because the average performer negotiated a better starting salary.

Candidates who feel that negotiations are conducted honestly and openly will feel more satisfied in their positions and be more committed to staying at UM than those who feel that a department deliberately withheld information, resources or opportunities from them. The candidate's perception of fair treatment, especially in reference to peers, is also likely to be an important factor in retention.

2. RIF Candidates

If a Reduction In Force candidate was in the applicant pool but has not been selected for the position, documentation of non-selection must be completed for the RIF candidate before an offer may be created. The department must document the reason(s) the RIF candidate was deemed not qualified or was not selected.

3. Criminal Background Checks

If the position in question requires a background check, the EPC will arrange for one at the point of contingent job offer. Currently the University has contracted with a vendor to conduct the background checks and the cost is centrally funded by Human Resources. Background checks generally take two to three business days to complete. The EPC will notify the hiring manager of the results of the background check. If any concerns are raised by the background check, the Unit HR Officer and Hiring Manager will discuss whether the offer to the candidate should be withdrawn. It may also be advisable to bring others into this conversation, including Staff HR. Note that an employee's potential start date should allow sufficient time for the background check and any related discussion to be completed.

4. Verification of Certification or License

Certain positions at the University require certification or a license (e.g., radiographers, dental hygienists, etc.). When a position requires a license or certification, the hiring manager or Unit HR Officer is responsible for contacting the appropriate government agency to check on verification. Note that when a license or certification is verified, an educational background check will not be performed, since education is verified at the time the license or certification is granted.

5. Visas

If the candidate to whom the hiring manager would like to make an offer is not a U.S. Citizen or Permanent Resident, the hiring manager must contact the International Center for assistance in applying for proper employment-related visa status for staff (see SPG 201.18: Employment of Non-U.S. Citizens).   The International Center will provide guidance concerning appropriate visa status, which should occur prior to the extension of an offer of employment. The International Center will also review and approve all employment-related visa application documents prior to submission to government agencies.

6. Minors

It is important to secure a valid working permit on or before the first day of work for every minor. A minor is an individual under the age of 18, whether in employee or volunteer status, who has not graduated from high school. The minimum age for legal employment is fourteen. See SPG 201.20: Employment of Minors.

7. Nepotism

If the candidate has a relationship to another individual employed by the University, it is necessary to ensure that the relationship constitutes neither an advantage nor a deterrent to appointment by the University, provided the individual meets and fulfills the appropriate University appointment standards. See 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).

As provided for in the University's nepotism policy, if a candidate is to be assigned to a position that is under the supervision or control of a relative or a person with whom the candidate has a close personal relationship or external business relationship, or the candidate is to be assigned to a position with the same immediate supervisor as a relative, a management plan must be devised and approved by the head of the organizational unit (e.g., Dean or Director) and that of the unit's senior Human Resources officer. The University has developed procedures to assist in the development of Management Plans.

8. Conflicts of Interest or Commitment

It is wise to discuss all actual and potential conflicts of interest or commitment with the candidate and obtain disclosures as necessary. See SPG 201.65-1: Conflicts of Interest and Conflicts of Commitment for additional information about Conflicts of Interest and Commitment, and the University's procedures for addressing them.

9. Security Clearances

Certain positions require access to information that is classified by the federal government. The University and the responsible federal agency determine whether a security clearance is needed for specific positions or projects. Security clearances are handled consistent with University policy. See SPG 201.53: Security Clearance.

10. Union Membership

When an offer of employment is made for a position that is covered by a collective bargaining agreement, the EPC provides information about the new staff member to the relevant union. The union then takes appropriate steps to ensure that the candidate becomes a member of the union.

11. Disposition Codes

Federal law requires that the University maintain detailed information for every applicant and that it conduct various statistical analyses of the resulting data. The University gathers this information in large part through disposition codes.

As mentioned throughout these guidelines, disposition codes may be updated as the search progresses. Once an offer is finalized and accepted, either the hiring manager or the Unit HR Officer should ensure that all applicants have been assigned the appropriate disposition code. It is not appropriate for on applicant to have the disposition code of "selected" and all remaining applicants have the disposition code of "pending." Proper use of disposition codes is essential. For example, if a candidate was interviewed and later withdrew his or her candidacy, the appropriate disposition code is "withdrew," and not "interviewed." If a person was interviewed and, based on the interview, was determined not to be qualified for the position, the appropriate disposition code is "interviewed."

The following chart describes the available disposition codes and explains when to use each code. Questions about appropriate disposition codes should be referred to the Unit HR Officer or EPC.

ERECRUIT APPLICANT DISPOSITIONS

APPLICANT DISPOSITION	DEFINITION	IS SET BY . . .
Review	Applicant is flagged for possible further review during the selection process	**Users** (to identify or 'flag' applicants who may merit further review during the selection process)
Linked	Applicant is manually linked to a job opening by the EPC	**System** (when an EPC adds an applicant to a job opening)
Applied	Applicant applied for this job opening	**System** (as the **default,** when an applicant applies for a job opening)
Screen	Applicant passed the system screening process	**System** (after the user runs the job opening screening process and applies the results)
Route	Applicant's resume was routed to an individual via the eRecruit 'Route' function	**System** (when a user uses the 'Route' function for an applicant on a job opening)
Interview	Applicant was interviewed	**System** (when an interview is set up in the system) **Users** (to indicate the applicant was interviewed)
Offer	Job Offer approval process is complete	**System** (after the last job offer approver completes the approval in the system)
Offer Accepted	A job offer to the selected candidate is accepted	**System** (when the EPC changes the offer status to 'Accepted')
Ready to Hire	The 'Prepare for Hire' action for this candidate is complete	**System** (when the EPC completes and submits the 'Prepare for Hire' action)
Hired	The hire information for this candidate is added to the Job Table in MPathways	**System** (once the hire goes through the suspense process and the employee's information is added to or updated on the Job Table in MPathways)
Hold	No further action is planned for this applicant	**System** (when the selected candidate's disposition is set to 'Accepted', 1. all other applicant dispositions for the job opening are set to 'Hold' and 2. the selected candidate's dispositions for all other job openings are set to 'Hold')
Reject	Applicant is not being considered for or is not selected for the job opening	**System** (1. after screening is run and applied by a user, the system sets dispositions to 'Reject' for all candidates who failed, or 2. after the selected candidate's disposition on a job opening is changed by the system to 'Hired', all other applicant dispositions are changed to 'Reject') **Users** (when an applicant will no longer be considered for the job opening for the Status Reason selected)
Withdrawn	Interest in the job or in the candidate is withdrawn, or an offer is rejected	**Users** (1. when a Unit withdraws a job offer, 2. when an applicant withdraws their candidacy for a job, or 3. when an applicant rejects a job offer)
Inactive	Applicant is not active in eRecruit	**System** (when an applicant fails the automated restricted table check, their overall applicant status in eRecruit is set to 'Inactive')

12. New Employee Orientation

When the offer is created in eRecruit, the hiring manager or Unit HR Officer selects a date for the candidate to attend New Employee Orientation. It is important to select a date that allows for completion of the criminal background check and any other contingencies that must be satisfied before the employee's first day of work.

During New Employee Orientation ("NEO") the new staff member will receive a wide variety of information about the University and their employment benefits, and complete various steps necessary towards their employment. For example, staff complete their I-9 forms, so it is important to remind staff to bring appropriate identification with them so that verification may be completed during NEO. Click here for a copy of the I-9 form that lists of the different forms of acceptable identification. Staff also submit a uniqname request (if they do not already have one), obtain a University identification badge and apply for a parking permit. For questions about NEO, please contact Staff HR at (734) 763-2387 or UniversityHR@umich.edu.

While NEO provides a great deal of information, units are responsible for providing new employees with details about unit-specific issues. Check with the Unit HR Officer to see whether the department has a checklist of information to provide to new staff. If the department does not have a checklist, consider discussing the following with new staff:

- The department's mission, vision and values and how they related to the division and the University as a whole.
- Emergency Response Plans, including:
    - How to report an emergency
    - Where to go in bad weather and how to get there
    - Where to go in case of a fire or bomb threat
    - The building's Emergency Action Plan
    - The identity of the building coordinator and floor marshals who are responsible for implementing evacuation plans, and alerting staff of building construction and/or repair.
    - How to get help if feeling threatened. For example, information about a code used by the unit to alert others to call 911 when the staff member is in a situation where they cannot safely call for help themselves.
- The importance of reporting any workplace injury to the immediate supervisor, how this is done in the unit and any related forms.
- What sick/vacation plan applies to the staff member and information regarding departmental policies for obtaining vacation time and using sick time.
- Information about reporting time, including:
    - The timekeeping mechanism your department uses
    - Whether the department uses timesheets or reports time online, and how the system works
    - The department's overtime policies, if applicable

- Information about the paid days off offered by the University, including whether the department closes for season days in late December and early January.
- Whether the newly hired employee has a probationary period and, if so, the related parameters.
- Information regarding the new staff members' work plan and who will mentor or train them.
- Information regarding performance reviews, including the process and how frequently they are performed.
- A list or conversation regarding acronyms frequently used in the department and at the University. The Unit HR Officer may have access to a relevant list of acronyms or consult this list of acronyms also available at http://www.umich.edu/~avpf/support/acronyms.htm.
- Whether the position requires access to administrative systems and, if yes, information about training, handling confidential information, signing the confidentiality statement, and obtaining an Mtoken.
- Information about department-specific requirements concerning confidentiality, dress codes, email and internet usage, and other relevant policies or practices.
- Reaffirm the University's commitment to non-discrimination and encourage the staff member to read the Campus Commitment brochure they were provided during NEO.
- Ask if the staff member would like more information about University policies or procedures they learned about in NEO or otherwise have an interest in.
- Review general administrative procedures for your department, such as:
    - Office/desk/work station
    - Keys
    - Mail (Incoming and Outgoing)
    - Shipping
    - Business cards
    - Telephones and usage
    - Building access hours
    - Conference rooms
    - Travel and expense reports
    - Office supplies
    - Purchase requests
- Provide introductions to department staff and key personnel
- Provide a tour of the facility, such as:
    - Rest rooms
    - Mail rooms
    - Copy centers
    - Fax machine location
    - Bulletin board (ensure this bulletin board contains the federally-mandated "EEO is the Law" poster available free from the EEOC and can also be downloaded and printed in a variety of languages by clicking here)
    - Printers
    - Office supplies

- Kitchen
- Coffee/vending machines
- Water coolers
- Parking
- Emergency exits
- Supplies

* Review hardware and software including:
    - Sign-on and passwords
    - Email
    - Intra/internet
    - Data on shared drives
    - Administrative information access
    - Databases

Records Retention

SPG 201.22 provides that:

> Units are responsible for ensuring a complete record (employment advertisement(s), resumes, interview questions, list of interviewed candidates, interview notes, etc.) of the hiring process is maintained for a period of four (4) years after the start date of the selected candidate.

Hiring units should also maintain a list with the name, job title, gender, ethnicity and race of the hiring manager, search committee members (specifically identifying the chair) and individuals who participated in applicant interviews. If there are questions about records retention, please contact the Unit HR Officer or Staff Human Resources (734/763-2387 or hrpc@umich.edu).

Appointments That Do Not Require a Full Search

1. General

It is not necessary to conduct a full search for the following positions:

- Temporary appointments of less than one year.
- Part-time appointments less than .5 FTE, which cannot be increased to more than a .5 FTE without a full search.
- Student employment, unless the department retains, or plans to retain, the student in a regular position after the student's degree is granted.

2. Waivers

In order to ensure equal opportunity and that the highest quality staff are hired, Business & Finance expects a full search to be conducted for every regular position at .5 FTE or above. In very limited instances, the search process may be waived. SPG 201.22 provides that:

> A unit may request a waiver of the posting requirement from the appropriate Human Resource office. The standard for considering a request for a waiver of the posting requirement is whether the legitimate business needs of the unit outweigh the University's intent to provide notice of employment opportunities to the University community and others through the posting process. Examples of a business need include, but are not limited to, the University's commitment to assist reduction-in-force candidates and dual career candidates.

A department may request a waiver by contacting Staff Human Resources at 734/763-2387 or hrpc@umich.edu.

3. Promotions

The University is committed to providing growth opportunities for its staff through professional and career development. Promoting from within in an important aspect of this growth. Supervisors with questions regarding whether a search must be conducted for a particular position or whether a promotion is appropriate should contact their Unit Human Resources Officer.

Updated: November 2010

Sample Search Committee Charge

M E M O R A N D U M

TO:

FROM:

RE: Search for ________________

DATE:

____

We invite you to become a member of the advisory committee to search for a ____________, in the department/school/college of ______________.

The responsibility of the ________________ is to provide vision, creativity, leading edge, operationally sound, visible, and credible leadership to the ________ department. The ______ contributes to University capacity and performance by
____
____.

Among the characteristics necessary for a __________________ at the University of Michigan are:

-
-
-
-

_______________________________________ has agreed to chair the search committee, with ______________ and _____________ providing committee support.

The University is committed to creating an environment that is welcoming, inclusive and supportive for all members of our community. As a search committee member, you will play a critical role in ensuring that our new ______________ embraces that commitment. We ask that you familiarize yourself with the attached guidelines for Recruiting for Staff Diversity and Excellence, which clearly explain how to meet the University's equal opportunity and affirmative action obligations and conduct a fair, open and equitable search.

____________ has created a position description, position profile, suggested outreach, and prepared a summary binder for your use during this process. We ask that your process conclude by _____________, at which time we will ask for an unranked list of three to four candidates that we will consider for the position.

At the end of the search process, we will meet with the committee and each member will be asked to share views of the strengths and weaknesses of the final candidates.

We look forward to working with you on this vital search.

cc: Search Chair

Appendix B

Organizational Competencies

Performance Management
Best Practices

UNIVERSITY OF MICHIGAN
HUMAN RESOURCES
www.umich.edu/~hrd/performancemanagement

UM ORGANIZATIONAL COMPETENCY DEFINITIONS

1) Advancing the Mission
Demonstrates ability to operate effectively in a manner consistent with the University of Michigan mission and culture; demonstrates understanding of the unique issues related to higher education.

2) Building Relationships/ Interpersonal Skills
Values organizational diversity; treats others with respect; promotes cooperation; effectively manages relationships.

3) Creative Problem Solving/Strategic Thinking
Develops and creates ideas, processes and approaches that shape the future; takes risks and makes decisions based on facts; uses analysis and critical thinking skills to solve problems; ensures that decisions are aligned with articulated strategic directions of management.

4) Communication
Demonstrates effective verbal, written, listening, and presentation communication skills.

5) Development of Self and Others
Seeks opportunities to learn and to develop themselves and others; applies new skills/knowledge needed to add value to the performance of the organization; sets developmental goals for self and others; seeks performance feedback.

6) Flexibility/Adaptability to Change
Responds positively to and champions change to others; demonstrates an ability to incorporate innovative practices into the workplace to enhance effectiveness and efficiency.

7) Leadership/Achievement Orientation
Influences others to accomplish the mission in ways consistent with the values of the organization; Holds self (and others) accountable to meet goals and objectives; accomplishes desired outcomes; sets an example of integrity and ethics through demonstrated performance.

8) Quality Service
Strives to meet the expectations of internal and external customers; demonstrates skill and knowledge specific to serving others.

Appendix C

Candidate Evaluation Form

Candidate: ____ Applicant No.:________________

Reviewer: ____Date: _______________________

Required **Qualification**	**Weighting**	**Rating** Low(1) to High (3)	**Comments**

Preferred **Qualification**	**Weighting**	**Rating** Low(1) to High (3)	**Comments**

Total Points =

Additional Comments/Recommendation