



FERRIS STATE UNIVERSITY

HUMAN RESOURCES

HR Related Policies & Procedures

Effective Date: October 22, 2004

FSU-HRPP 2005:05

Hiring

COVERED EMPLOYEES

- All employees.

Note: Bargaining unit employees are covered by the terms and agreements of the [collective bargaining agreement](#) (CBA). Please refer to the CBA for details.

BOT POLICY

Sec. 6-201. Statement of Principles. It is the responsibility of the President, or his/her designee, to establish and administer recruitment methods and procedures that will serve to attract large, diverse applicant pools that will allow the University to select and hire qualified, talented employees while complying with applicable laws, regulations and policies.

Sec. 6-104. Authority to Hire Employees. The Board delegates to the President and his or her authorized designees, the authority to hire employees and to execute individual written employment contracts within the provisions of applicable Board policy. Any delegation of this authority by the President must be in writing.

HR PROCEDURES/DESCRIPTION/DEFINITIONS

The University hiring process and procedures are detailed in the [Hiring Process Manual](#). A copy of this manual is in each University hiring department and is also on the Human Resources (HR) web page at the link above. The manual is kept up to date with any changes that occur in the University hiring process and procedures.

- I. Recruitment. Recruiting efforts for applicable positions required to be posted as directed in the FSU Hiring Process Manual are to comply with the following:
 - A. Posting Within the University. Applicable positions must be posted within the University according to the established posting procedure. These positions must be posted for a time period sufficient enough to allow development of an

adequate applicant pool but in no case less than 3 business days. The date of the posting will be considered the first business day.

- B. Posting Outside the University. Applicable postings will be posted with various off-campus organizations, including Michigan Works! (job service of the Michigan unemployment agency).
- C. National, Regional, and Local, External Recruitment. All University positions are classified by position type and included in the appropriate position type group. Each of these groups is assigned a national, regional, or local labor market. The Office of Affirmative Action identifies these groupings and assigns the labor markets. Positions within groups with a national, regional, or local labor market must be advertised externally in the identified labor market for a time period sufficient to allow applicant response.
 - 1. Local advertising is defined as publications, media, and/or resources within Big Rapids (or local town for off campus sites) or immediately surrounding areas.
 - 2. Regional advertising is defined as publications, media, and/or resources that reach larger markets within Michigan beyond the immediately surrounding areas.
 - 3. National advertising is defined as publications, media, and/or resources that reach a national audience. Websites may be considered as national recruitment.
- D. University positions may be grouped together in group display ads when appropriate. "Anticipated" openings may also be advertised externally.
- E. Exceptions to these external advertising requirements may be granted by the Director of Employee Relations and Affirmative Action or HR if the required advertising is not feasible or warranted.
- F. Internal Posting. If a hiring department believes there are qualified candidates available within the University, they may request an internal posting, available to currently employed FSU employees only. An internal posting must be approved by the appropriate vice president (can be requested in the Hiring Approval Form "HAF" or via e-mail). If there are no qualified applicants within the applicant pool and/or the hiring unit is not satisfied with the applicant pool after an internal posting, the department may then re-post the position and advertise externally. In certain situations, a department may request a *department only* posting, available only to employees within the department. This may be approved if the open position requires specific education, experience, skills, etc. that only employees within the department would possess, and if those employees did not fill the open position, it would be advertised outside of the University. If a hiring department believes this situation (or similar) may exist, they must contact the

Office of Affirmative Action and HR to discuss this situation. Positions that are posted internally within the University are not required to adhere to the policies outlined above.

- G. Recruitment of Minorities, Women, Veterans and the Disabled. The Office of Affirmative Action in cooperation with HR will identify advertising and referral sources that are likely to reach underrepresented groups. The hiring unit should consult the Office of Affirmative Action for these sources. Additionally, the University will encourage employees to refer qualified applicants for employment.
- H. Posting and Advertising Text. All posting and advertising text must include the following statement, "An EEO/AA Employer." Additionally, all position postings and/or advertisements must be reviewed by HR for compliance with federal EEO requirements as well as for internal consistency. HR approval must be given before postings are posted and/or advertisements are placed. (For positions processed through the automated hiring approval process, this review and approval is automatically built in).

II. Selection.

- A. Search Committee. All Ferris Faculty Association ("FFA") bargaining unit positions require the formation of a search committee in compliance with provisions of the FSU and FFA Collective Bargaining Agreement. A search committee may be established for any other University positions. Such search committees shall normally be composed of 3 to 5 individuals. Efforts should be made to include employees from areas that will work directly with the position being filled. Search committees should also try to include members of protected groups (i.e., minority, females, veterans, etc.) to lend diversity to the selection process. The goal of all search committees is to recruit a large, diverse applicant pool and recommend the hiring of the most qualified candidate from the pool.
- B. Training. All search committee members and/or hiring managers/supervisors must receive hiring policy training from the Office of Affirmative Action and/or HR prior to beginning the hiring process. Individuals may be required to receive this training more than once as deemed necessary by the Office of Affirmative Action.
- C. Interviewing. The Office of Affirmative Action must review the Appointment Activity Record (AAR) form, applications, and resumes of all applicants before those applicant(s) selected for interviews can be called for an interview. The purpose of the review is to examine the recruitment process and to recommend modifications to the list of applicants identified for interviews, if necessary. After review of the AAR by the Office of Affirmative Action, the interviews may be scheduled.

If a search committee is not formed for high-level administrative positions, an open on-campus interview period during which interested campus community members may attend must be scheduled. For all other positions requiring a national search without a search committee and for those with search committees, open on-campus interviews are encouraged. When such open interviews are conducted, a member of the search committee or the hiring manager (or trained designee) shall be in attendance with the candidate during the interview(s). Open interviews must have evaluation forms available for those attending to provide input into the selection process.

- D. [Employment Application](#). If all applicants have not been required to complete a FSU Employment Application, those selected to interview must complete an application. Applications may be sent to applicants prior to interview or may be completed when they arrive on campus. Applications are available in HR or may be printed off from the HR web site. Employment applications must be completely filled out and signed by the applicant in order to be considered.
- E. Interview Questions. Interview questions must focus on the education, training, knowledge, work history, special qualifications, skills, abilities and other relevant areas that are required to successfully perform the duties of the position. The posting/position description and other resources should be used to create an outline of the interview questions. Each applicant interviewed must be asked the same basic questions. All search committee members or employees involved in the interview process must review the list of unlawful pre-employment questions from the Michigan Department of Civil Rights handout. This handout is available in HR and the Office of Affirmative Action.
- F. Testing and Task Performance. Only validated employment tests may be used as a selection device in the selection process. Validated employment tests are those tests that are approved by HR and/or the Office of Affirmative Action. The test and the minimally accepted scores must be appropriate measures of the skills, knowledge, and ability required for the position.
- G. Job task performance, demonstrations, or presentations may be used during the application process, but should not form the sole basis for which a candidate is eliminated from the selection process. Rather, the ability demonstrated by the candidate should be considered in light of their overall qualifications for the position, including all skills, knowledge and abilities required for the position.
- H. Post Interview. Before making an offer of employment, hiring departments must:
 - 1. Check references.
 - 2. Verify education/degrees.

3. Clarify and verify any questionable aspects of the resume or employment application.

III. Hiring

- A. [Hiring Process Manual](#). The FSU Hiring Process Manual details the process for hiring all types of employees at Ferris and includes all supporting materials and resources. The hiring department is required to follow the hiring process guidelines as outlined in the manual.
- B. Job Offer. All offers of employment must be made contingent:
 1. On the candidate's ability to provide authorization to work in the United States,
 2. Upon the results of a criminal record check,
 3. Upon completion of a pre-employment physical exam as may be required, and
 4. Upon results of other background checks as may be required, such as official educational transcripts.
 5. The applicant agrees to the above by signing the FSU Employment Application).

The salary offer may not exceed the top salary range approved on the HAF. If the approved salary range must be raised, approval from the appropriate vice president (or President) must be obtained before the offer can be made.

- C. New Employee Orientation. Once a job offer has been accepted, newly hired employees must be scheduled for New Employee Orientation (NEO). New employees must attend the orientation on, before or no later than their third day of work. If attendance at NEO is not possible (i.e. off-campus employee), employment paperwork must be completed with new employees on, before or within their third day of work.
- D. Hiring Packet. The hiring unit must submit a complete hiring packet to HR. Contents of hiring packets are outlined in the FSU Hiring Process Manual and generally include a completed AAR, EAA, FSU Employment Application, cover letter, resume, current letters of reference, and official transcripts.

Official transcripts are defined as transcripts validated with the signature of the registrar, the seal of the institution, security transcript paper, and/or any other validation methods of the issuing institution and issued and mailed **directly** to Ferris State University (HR or hiring unit representative). (Copies, faxes, "Issued to Student" transcripts, or any transcripts that pass through the hands of the student (new employee) **are not** official). Official transcripts are

required for the degree required on the posting or for the highest degree received (if higher than on posting). If a degree was not required on the posting, or the position was not required to be posted, it is recommended that official transcripts be sent to become a part of the employee's official personnel file. Official transcripts are required for **all** faculty positions (tenure-track, temporary, adjunct, posted, or not posted).

RESPONSIBILITY

Hiring departments are required to adhere to the policy outlined above as well as the procedures and processes outlined in the [Hiring Process Manual](#).

Refer Questions To: Human Resources (Manager of Employment)