ACADEMIC

SEARCH COMMITTEE

GUIDELINES
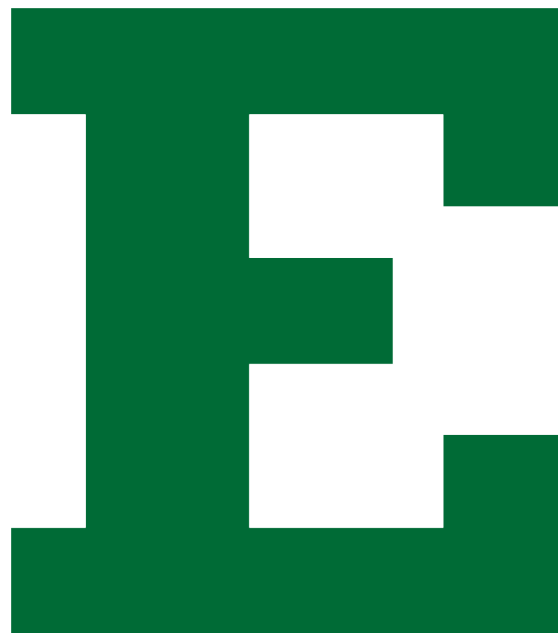
Academic Human Resources

Revised: September 2023

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INTRODUCTION

These guidelines have been developed for academic departments/schools conducting an academic search. **Please review this entire booklet as the guidelines have been altered due to the implementation of PageUP**. The purpose is to ensure uniformity when hiring for EMU. If questions or problems arise that are not addressed in these guidelines, please contact Academic Human Resources at 487-0076.

FORMING A SEARCH COMMITTEE

University staff and faculty members who serve on search committees are responsible for recruiting, screening, interviewing and recommending qualified candidates for open positions. The search process has been structured to assist in attracting the best possible talent to the university. By following the established search process, the search committee can carry out their responsibility in a timely, systematic, professional, ethical and legal manner.

- Search committees should be established as early as possible, especially if they are expected to provide input on the advertisement.

- Refer to the Department Input Document for any provisions regarding the composition of search committees.

- Efforts should be made to ensure that the membership of the search committee reflects the diversity of the department, college, and University.

- Search committees may include members from within the department as well as outside of the department (unless otherwise stated in the DID).

CREATING THE AD LANGUAGE

Minimum qualifications stated in the advertisement must be consistent with those defined in the Department Evaluation Document (DED) for faculty and in the classification specification for Academic APs.

Please be sure to upload a word document in the requisition that lists the publications/list servs where the department intends to post the ad.

CREATING & VIEWING REQUISITIONS

The search process begins by completing a requisition. In the requisition, identify the search committee members and the recruiting plan. Attach the advertisement (in Word format). The advertisement should include the faculty rank, degree qualifications and description that have been agreed upon by the search committee, DH/SD and Dean. The ad will also be reviewed by the Interim Chief Diversity Officer for potential bias language and AHR for final approval.

Creating the Requisition

1. From the Hiring Manager dashboard, under **New Job**, click *New Job*. Alternatively, from the Hamburger Menu, click *New Job*.
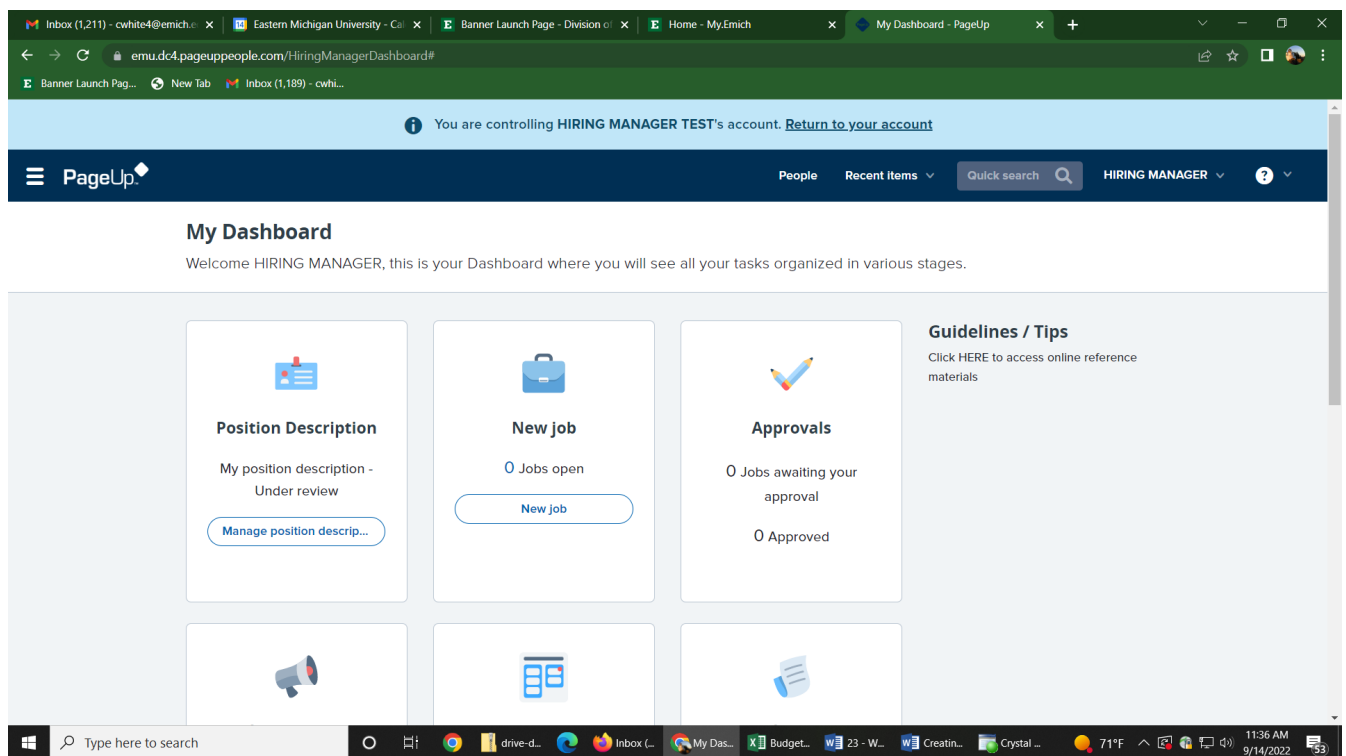
2. On the **Select a Job Template** page, select the relevant position title and click on the Next button.
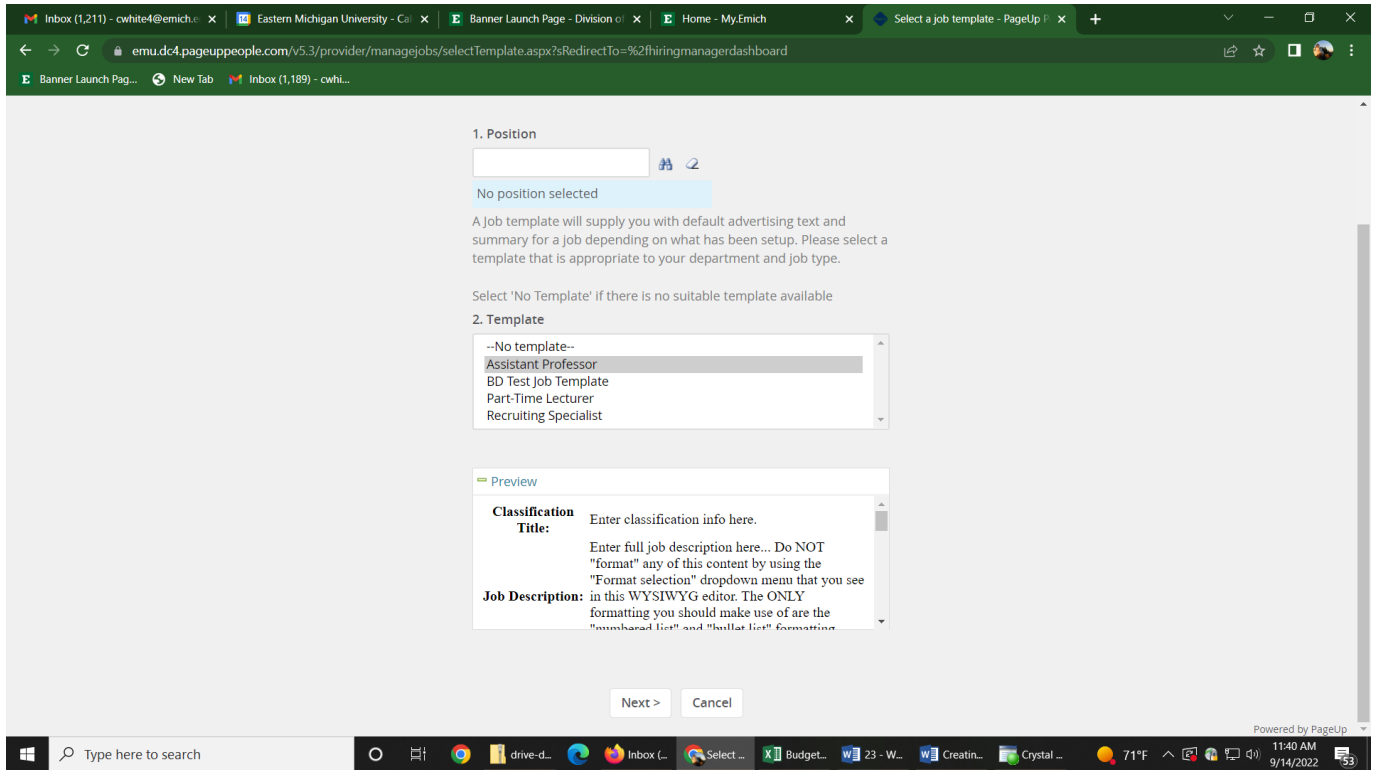
3. The requisition (job) card will populate with the relevant fields.
4. Complete the job card (scroll through the form), filling out all relevant fields. Required fields will be notated with an "*" for reference.
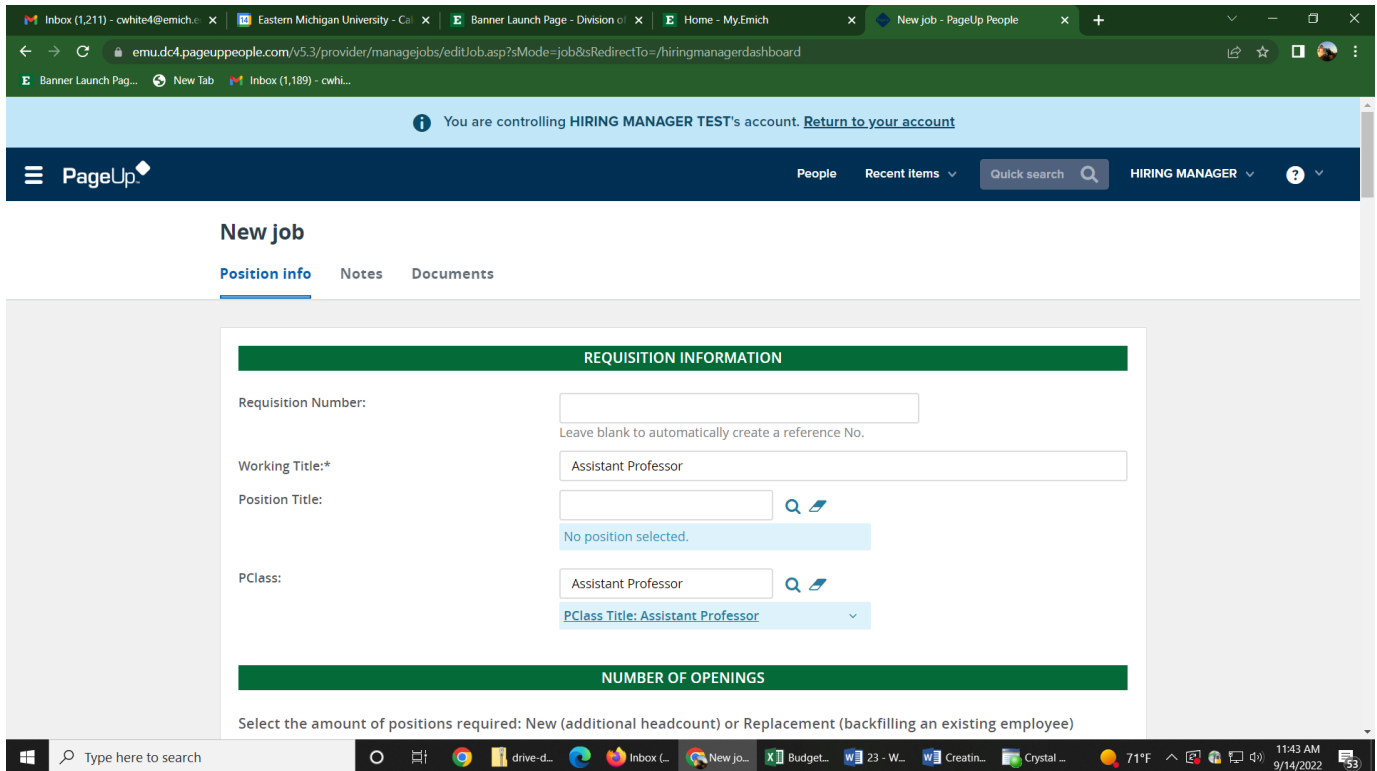
5. At the **Users and Approvals** section, complete the following areas:
    a. <u>Department Admin</u> – Optional if applicable. *You could insert a Department Secretary if you want them to be involved in the process.*
    b. <u>Hiring Manager</u> – Will default to the person completing the job card, update if different.
    c. <u>Approval Process</u> – Will be based on the role; select from drop down options. Please select Faculty / FTL Approval if you are posting for a faculty or FTL position. Select PTL / VF Approval if you are posting for a PTL or Visiting Faculty position.

6. Save the job using one of the below options:
    a. <u>Save as Draft</u> - Save and return to a later time.
    b. <u>Save</u> - Kicks off the approval process.
    c. <u>Save and Exit</u> - Will show any required fields need to be completed yet, plus that it has moved to the first approver.
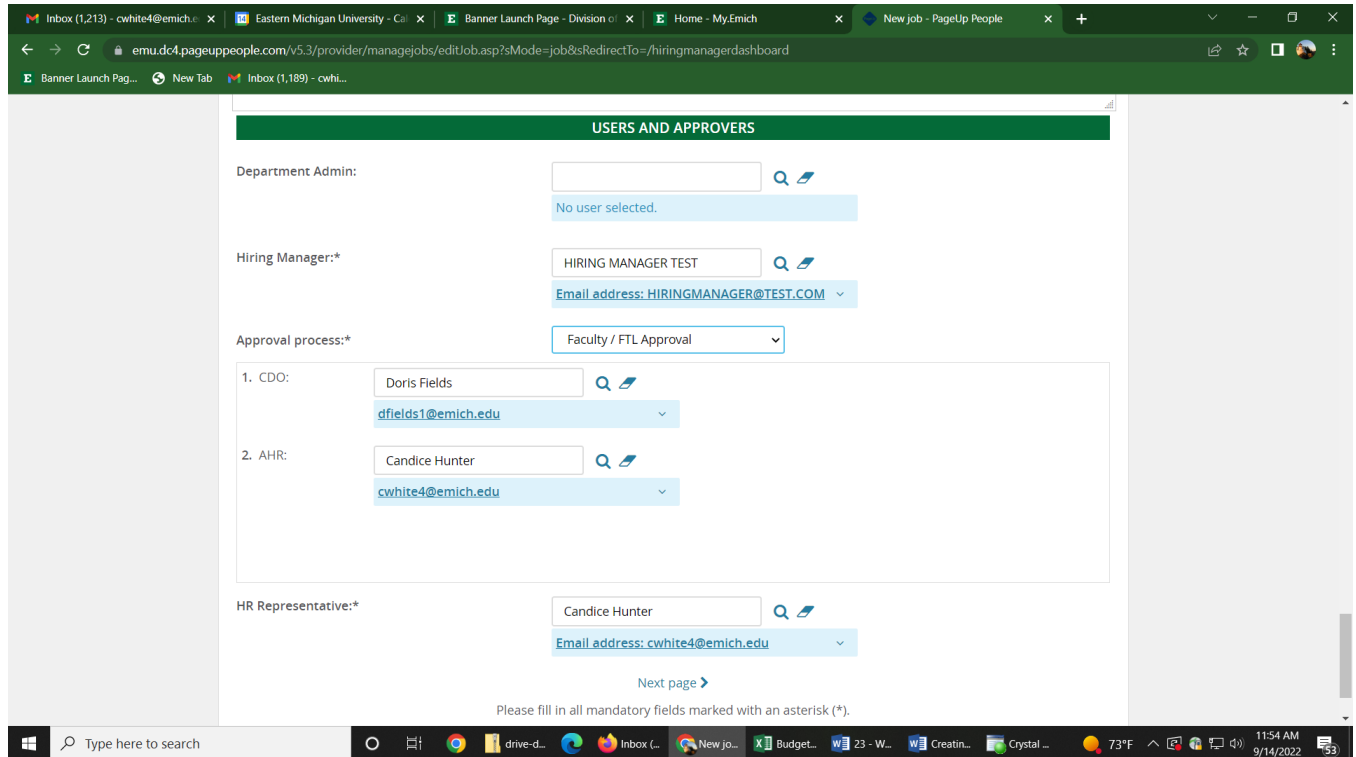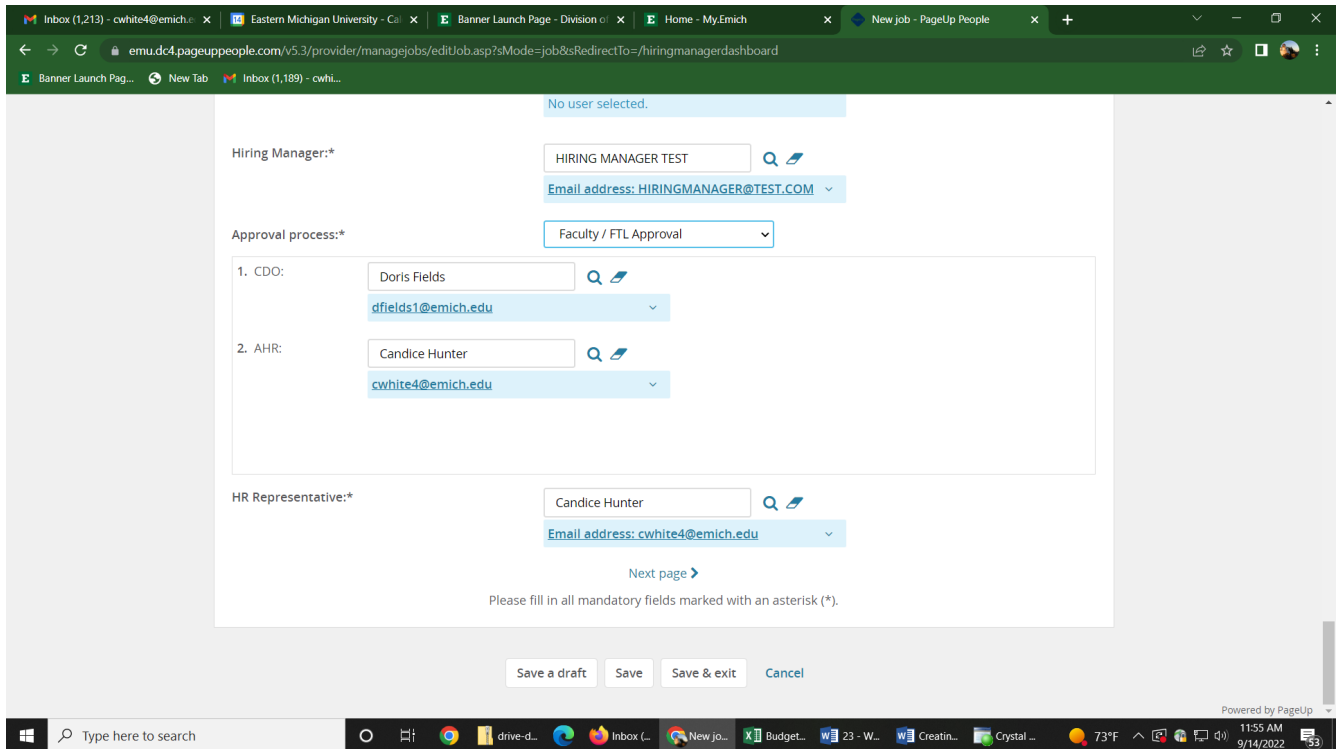
Reviewing current jobs

1. From the Hiring Manager dashboard, under **New job**, click *Jobs open*. Alternatively, from the Hamburger Menu, click *Jobs open*.
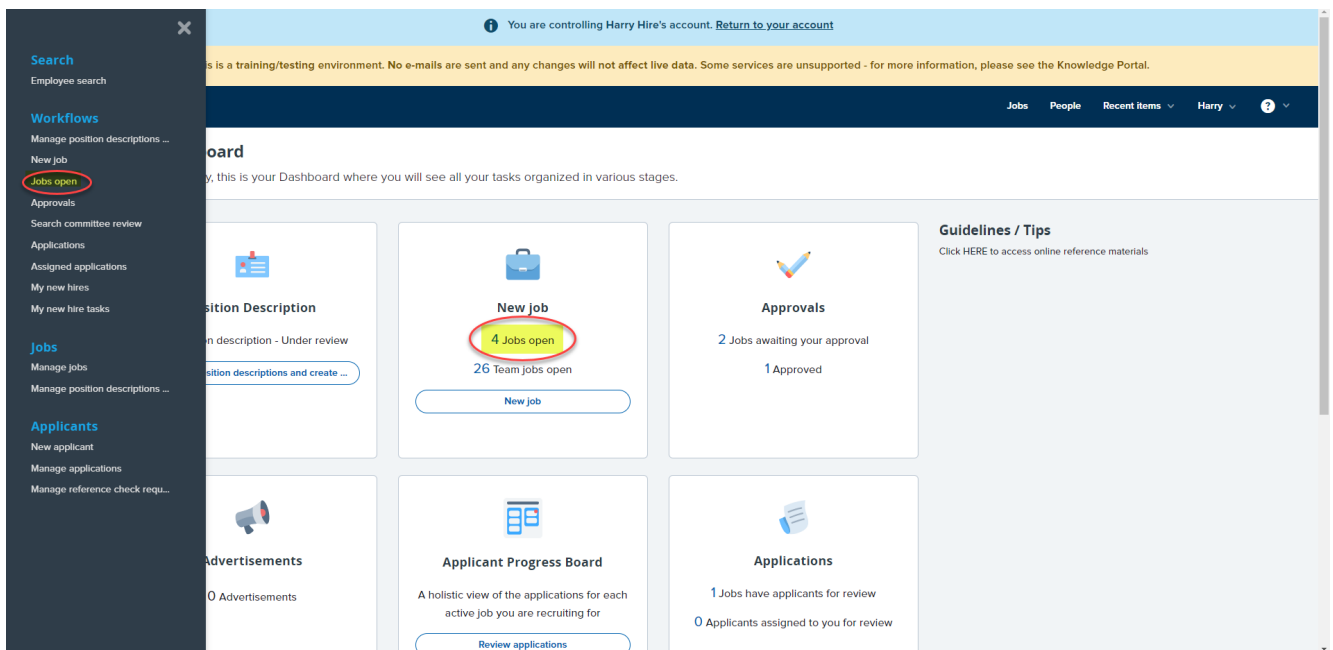
2. Review the job status by the relevant job. Click *Review applications* or *View job* to review job information or applicant information.
   a. Clicking *Review applications* will direct you to the Applicant Progress Board.

b. Clicking *View job*, will allow you to review job data or verify where in the approval process the job is.

ADVERTISING/RECRUITING FOR THE POSITION

- Departments/Schools are now responsible for posting their ads in the publications listed on the approved recruiting plan.

- There is a $2000 budget to place advertisements/recruit ($2500 for administrative searches). This amount also includes any travel related to recruiting at conferences. When the expenses hit Concur, please re-route the ad/recruiting expenses to: 114150 for faculty searches and 121050 for admin searches. Expenses that exceed the budget WILL NOT be approved unless you received prior approval from Academic HR.

- Distribute advertisement/job posting as widely as possible to reach a large number of potential applicants. Consider using a variety of approaches (e.g. mail, listservs, newsletters, online placement sites, and personal contacts).

AHR automatically places an ad at the following places (at no additional cost to the department) for compliance:

- EMU Jobs Website
- Michigan HERC – www.michiganherc.com
- Pure Michigan Talent Bank
- Employer Support of the Guard and Reserve - Michigan (Employer Outreach)
- Disability Network- Michigan Association of CILs
- Yellow Ribbon Reintegration Program – Michigan
- Center for Independent Living - Ann Arbor (Employer Outreach)
- Dress for Success - Michigan (Employer Outreach)

<u>Dispositioning Applicants - Hiring Manager Shortlisting via Applications</u>

1. From the Hiring Manager dashboard, under *Applications*, click *Jobs have applicants for review*. Alternatively, from the Hamburger Menu, click *Applications*.
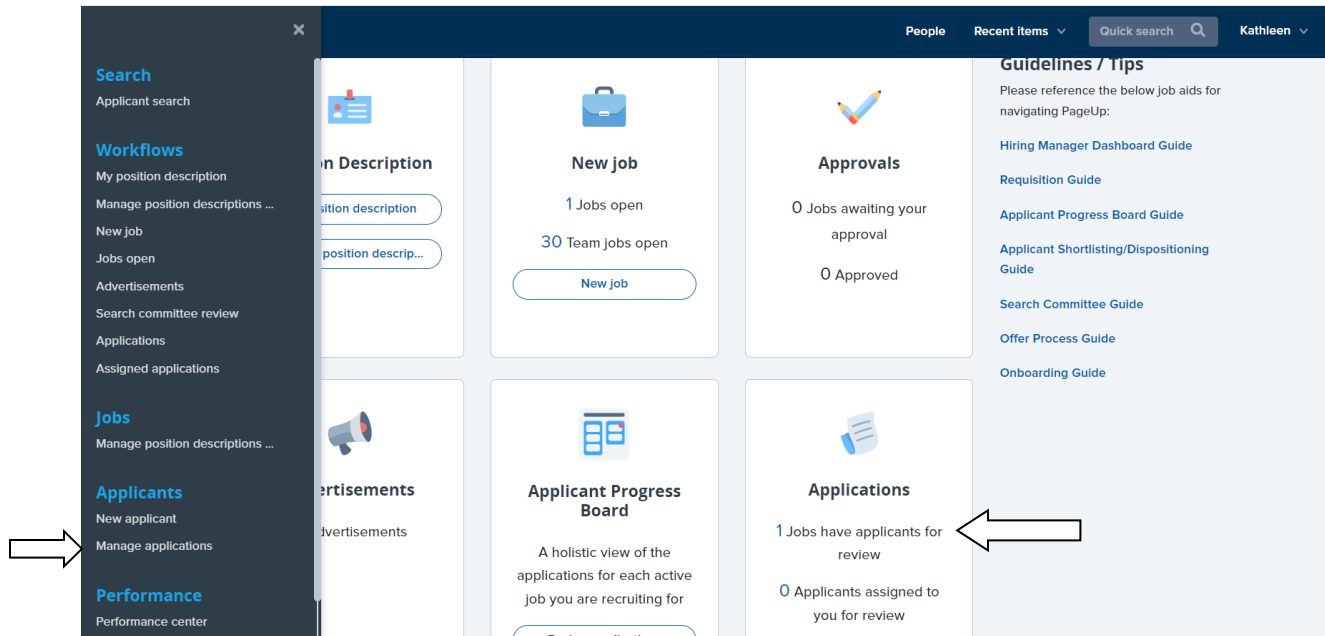
2. On the **Shortlisted applicants** screen, next to the relevant job, click *View shortlisted applicants*.
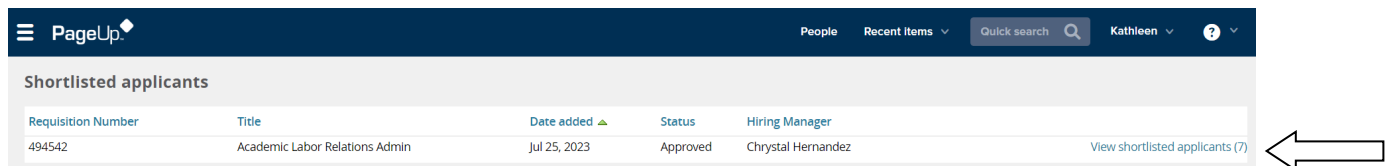
3. On the **View shortlisted applicants** screen, you can:

a. Click *View* to see details of the applicant, including the submitted application form and supporting documents.

b. Click *Status history* to view the previous statuses the application has been in.
c. Select an *Outcome* for the application based on where the applicant is at in the process.

Below are the application statuses that an applicant can be moved to (dependent on where applicant is in the process):

> i. New
> ii. Committee Review (It has to be moved here in order for the search committee to be able to view applications).
> iii. First Round Zoom Interview
> iv. Second Round Onsite Interview
> v. Reference check (Letter of Recommendation)
> vi. Hiring Proposal (launch offer card)

4. Click Submit to save the selection(s).

DEVELOPING THE SCREENING MATRIX

- The screening matrix must be consistent with the minimum qualifications outlined in the advertisement and DED (or Job Class Spec).

- Once the ad is open, it will be posted for a minimum of 30 days in an effort to generate a diverse applicant pool. At this time, NO ONE on the committee (including the Hiring Manager) will be able to view the applicant pool.

- Before viewing the pool, the following must happen:

  - DH/SD (along with the Search Chair) must attend the DEI Training for Academic Searches (Date, Time and Location will be announced in advance).
  - DH/SD, Search Chair and Search Committee members must read and sign a Code of Ethics form. Forms are available on the AHR Website (under Documents) and can be uploaded in PageUP.
  - Screening matrix must be reviewed and approved by Academic HR.
  - Once user access is granted, new applications will be available daily for search committee review.

- Committees are to use the matrix to narrow down the pool to a short list of 10-12 applicants (if applicable).

- At this point, the Hiring Manager or Search Chair should change the disposition of the applicants in PageUP. Once approved, committees have the option of conducting phone or zoom interviews using a standard set of questions (which must be reviewed by Academic HR first). Variation in questions may arise due to the need to clarify certain aspects of a particular candidate's background, but variations should be kept to a minimum.

INTERVIEWING AND CAMPUS VISIT

Making an Interview Recommendation

- Committees are to rank their top candidates who they intend to bring in for an interview. They must include a rationale on why these candidates were selected over the other qualified candidates. They must also attach copies of the completed matrices (either each individual matrix or one consensus matrix) – in the Documents section of PageUP.

- Screening materials including a matrix and written rationale for selection of an applicant pool should be uploaded in PageUP. A screening/interview matrix must be used to evaluate all applicants who meet the minimum qualifications established for the position.

- In PageUP, the Hiring Manager or Search Chair should change the status of those candidates who are moving forward in the process. Academic HR will send email notifications to those individuals who are not.

- Anyone invited to campus for interview must send an official transcript of their highest degree earned to Candice Hunter in Academic HR.

Scheduling Interviews

- Faculty searches are allotted $2000 for interviewing. This includes the cost for traveling, lodging and meals for up to 3 candidates (4 candidates if 1 is local). Academic AP searches are allotted $2500. When the expenses hit Concur, please re-route the interviewing expenses to: 114150 for faculty searches and 121050 for admin searches. Expenses that exceed the budget WILL NOT be approved unless you received prior approval from Academic HR.

Travel Arrangements

- If the person lives less than 300 miles away, suggest that the candidate drive to campus. As of January 1, 2022 the mileage rate is $0.585 per mile.

- If the person needs to fly to Michigan, make it a coach flight and try to schedule it 2-3 weeks in advance to improve the chances of getting a reduced airfare.

Lodging

- The following are prices of hotels in the area. **Be sure to mention that you are from EMU so you can get the reduced corporate rates**:

Eagle Crest Marriott	Ann Arbor Regent Hotel & Suites
1275 S. Huron St. Ypsilanti, MI 48197 (734) 487-2000	2455 Carpenter Rd. Ann Arbor, MI 48108 (734) 973-6100

Meals

- In an effort to cut costs, try to set up breakfast, lunch or dinner appointments that include the candidate and the search committee chair or Department Head / School Director.

- If the search chair wishes to introduce the candidate to the entire search committee & departmental faculty, they can bring the candidate back to campus after the meal or have a gathering with light refreshments.

- To guide your thinking, the Per Diem Rate for Ann Arbor, MI (Washtenaw County) suggested by the IRS, is $56, which includes the following:

  o Breakfast - $16.00
  o Lunch - $17.00
  o Dinner - $31.00
  o Incidentals - $5.00

Guidelines for Interviewing Candidates

- Treat all applicants consistently by <u>asking the same general questions and by following a structured interview plan</u>. A copy of the interview questions must to be uploaded in the Documents section of PageUP before bringing the candidates in for interview.

- Establish rapport with the applicant – your first role is that of host.

- Explain the purpose of the interview and set an agenda informing the candidate that you will be taking notes during the interview.

- Gather predictive information by using skills of listening, probing, reflecting, summarizing, and evaluating. Consider using behavior based questions when appropriate.

- Use open-ended questions; avoid "yes" and "no" questions.

- Avoid leading questions.

- Describe the responsibilities of the position as well as information about the University.

- Answer questions and allow the applicant to add information.

- Conclude the interview by giving the candidate an estimated timeframe by which decisions will be made, if possible.

- Do not ask personal questions regarding age, marital status, children, relatives, birth place, ancestry, etc. (Please review the Michigan Department of Civil Rights Pre-Employment Inquiry Guide at https://www.michigan.gov/-/media/Project/Websites/mdcr/brochures/pre-employment-guide.pdf)

Confidentiality & Professional Reference Checks

- Be careful not to breach the confidentiality of applicants:
    o Share information about an applicant on a need-to-know basis
    o Never discuss an applicant with other applicants
    o Never share information about unsuccessful applicants, even with department colleagues outside of the search committee.

- Prior to contacting references whose names were not provided to EMU by an applicant, contact the candidate (preferably in writing or by email) to let him/her know that you would like to contact a reference that is not listed, i.e. current employer.

- To ensure that all applicants are treated consistently, either the search committee chair or hiring manager **must check references on all candidates being interviewed**.

- If you are unsure of the questions that you should ask, please contact Academic HR for sample questions.

Launching the Hiring Proposal (Offer Card)

1. Hover over the selected applicant, drag and drop into "Hiring Proposal (launch offer card)." A pop-up window will appear confirming the status change. Click "Move Now."
2. The next window will populate the Offer Details screen. Navigate down the screen completing all fields.
    a) Personal Details: This information will auto-populate from the application form.
    b) Current or previous employee details: This is an optional field. (You can use the magnifying glass to the left of the text field to search for current employee banner information.
    c) Job Details: This information will auto-populate from the position description and is 'Read Only'.

    d) Offer Details: This information will auto-populate. Approval status will show as 'Pending' until it has gone through the 'EMU Offer Approval' process.

    e) Position Details: Mandatory fields are marked with an asterisk. Some fields will auto-populate from the position description and will not need to be manipulated. (i.e. position title, PClass, FLSA, Hours per week, Bargaining Unit)

- Reports to manager: Use the magnifying glass to the right of the text box to search for the direct supervisor of the selected candidate.
- Use the calendar symbol to open the calendar and identify a start date. Start dates can occur on any Monday. (Preferably the Monday of a non-pay week)
- Salary section: Fill in the annual salary and hourly rate.
- Provide salary rationale.
- Additional Offer Details: (Optional field) Leave this information blank if it does not apply.
- Employment Checks: (Optional field) Click the 'Yes' radio button for external hires and the 'No' radio button for internal promotions/transfers.
- Onboarding: Choose the 'New hire form' under onboarding forms. Choose "Faculty / FTL Positions" for the Onboarding workflow.
- Onboarding delegate: **Enter Candice Hunter**
- Offer Progression: **This information will be automatically updated by the system. No action is required**
- Select "Academic Offers" to kick off the Hiring Proposal approval process. Click 'Save and Close at the bottom of the screen. This will close the entire screen and revert you back to the applicant card.

3. Once the Hiring Proposal is approved, users will receive a notification of approval. Move the applicant to "Verbal Offer" to extend a verbal offer to the applicant based on target salaries provided to the Dean.

4. When the applicant verbally accepts the offer, change their status to "Verbal Offer Accepted." **The offer letter must be reviewed by the Dean's office before Academic HR reviews it**. This will also trigger Academic Human Resources to launch the online offer to the applicant to start the new hire paperwork. Once the offer has been made and accepted, the search is closed.

5. From this point, AHR will manage the applicant process and initiate the OrangeTree Background Screen.

ADDITIONAL "NEED TO KNOW" INFORMATION

Moving Expenses

- Moving Expenses **are not** covered by Academic HR. If you wish to offer moving expenses to your candidate of choice, please make sure that you have the money in your departmental budget. The amount of moving expenses must be indicated in the offer letter. In addition, you and the candidate of choice must sign the Relocation/Moving Expense Repayment Agreement. (The form is located on the Office of the Controller's website – under Forms, click the drop down menu under Agreements/Contracts and select Relocation Policy.)

Making an offer to a Non-U.S. citizen

- Please note if your recommended candidate for hire is not a U.S. citizen or permanent resident, they will need to obtain work authorization, typically by applying for an H1-B visa. If so, the department must understand that they are responsible for paying the filing and attorney fees that are associated with this process. It is an estimated cost of **$3000** to file for an H1-B visa and cover attorney fees.

- In addition, if the non-U.S. citizen is hired, they must have permanent residency by the time they stand for tenure (**be sure to include this in the offer letter**). The Employer is only responsible for fees up to the filing of the Labor Certification Application. Afterwards, the filing fees as well as the attorney fees are now the responsibility of the employee to pay.

Offering a Higher Salary, Higher Rank or Service Rank Credit

- Should you wish to offer your recommended candidate a higher salary, higher rank or service rank credit, please make sure that you have communicated with your Dean or Hiring Manager before Academic HR receives the appointment recommendation. If the request has been approved, please make sure to include it in the offer letter.