# FAS Hiring Process Changes

Melanie Trowbridge AHR Assistant Director

#### MSU Recruitment Commitments -Purpose of the Academic Hiring Process

- To recruit and hire the best complement of faculty and academic staff, advancing diversity of the University's academic workforce
- To provide substantive and procedural accountability for University commitments to a fair, legal, and effective recruitment process which advances academic workforce diversity
- ► To ensure implementation of principles of affirmative action and equal opportunity in hiring faculty and academic staff
- To permit review and authorization of academic position requests with respect to budget and program priorities
- To provide a compilation of information in an accessible, understandable, coherent, effective format, so that those responsible at MSU can meet requirements of a fair, legal and effective hiring procedure
- To satisfy MSU's commitments to the Office of Federal Contract Compliance Programs (OFCCP) and other federal and state laws, including a database to satisfy audit requirements
- To accomplish purposes 1 through 6 expeditiously, with efficient use of human and other resources

#### Waiver Crosswalk

Waiver #	Waiver Description	Disposition	Notes	
1	Appointment for less than two semesters (9 months), or appointment for a full year at 50% time or less	No longer available	POSTED POSITION. Waiver does not meet hiring standards.	
2	Visiting faculty/academic staff. The visiting waiver is only to be used for faculty and academic staff who are visiting on a short-term basis (i.e., 2 years or less) and who intend to return to their home institution or agency from which they are visiting.	No longer considered a waiver	Visiting scholars and/or faculty on sabbatical appointments are not classified as openings. Hiring under these circumstances will be redefined as the VISITING SCHOLAR HIRE PROCESS	
3	Reappointment of fixed term faculty/academic staff	No longer considered a waiver	Redefined as the REAPPOINTMENT PROCESS.	
4	Adjunct/Clinical/On-call faculty/academic staff	No longer considered a waiver (for unpaid) AND No longer available (for paid)	<ul> <li>Adjunct/Clinical redefined as the UNPAID APPOINTMENT PROCESS</li> <li>Paid On-call appointments hiring process is POSTED POSITION.</li> </ul>	
5	Retired faculty/academic staff rehired on a fixed term basis	Allowable	Meets the INTERNALLY FILLED hiring standard.	
6	Research Associate appointment due to emergency or jeopardy of the grant	No longer available	POSTED POSITION. Waiver does not meet hiring standards.	
7	Research Associate appointment in position with highly limited availability due to specialty	No longer available	POSTED POSITION. Waiver does not meet hiring standards.	
8	Research Associate appointment in position with unique circumstances that limit open candidates	No longer available	POSTED POSITION. Waiver does not meet hiring standards.	
10	Resident/intern/fellow selected from national pool	No longer considered a waiver	Redefined as the FELLOW/RESIDENTS selected from a national pool hiring process (not an opening)	
11	Assignment of an internal candidate to an administrative position in which the administrative duties are 50% or less of the total duties	Allowable	Meets the INTERNALLY FILLED hiring standard.	
13	Shift from other appointment category	Allowable	Meets the INTERNALLY FILLED hiring standard.	
16	Appointment necessary to recruit/retain spouse/partner	No longer considered a waiver	Spousal/Partner appointments are not classified as openings. Hiring under these circumstances will be redefined as RECRUITMENT/RETENTION CONTINGENT HIRE PROCESS.	
17	Special opportunity (unique qualifications)	No longer available effective 4/18/2017	POSTED POSITION. Waiver does not meet hiring standards.	
18	Other cases where waivers of posting/search are appropriate.	No longer available effective 4/18/2017	POSTED POSITION. Waiver does not meet hiring standards.	

#### Resources

#### **Faculty Search Toolkit**

A Resource for Search Committees and Administrators at Michigan State University

MICHIGAN STATE UNIVERSITY





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REFERENCES CONSULTED......37

### From Policy to Process

Samantha Lake Assistant HR Director

#### What is *NOT* changing?

- Position request forms must be submitted through the HR/Payroll system (EBS)
- Review applications as they are submitted
- Conduct Phone/Skype interviews, if desired
- Recommend candidates for onsite interview
- Obtain interview list approval
- Conduct interviews
- Select a candidate for hire and make the offer to that individual
- Complete a Hiring Recommendation for the candidate in the ATS by changing the candidate's application status to Hire Recommendation. Upload the final, signed offer letter to the Hiring Recommendation
- Send the signed offer letter to the candidate through the ATS by changing the applicant status to Offer made online
- Disposition all candidates who were not selected into the appropriate application status
- Complete the Appointment Form in EBS.

#### Recurring Appointment Conversion

- Existing recurring appointments will be grandfathered into the new faculty and academic staff hiring process effective 5/21/2018. To ensure an efficient and seamless transition we ask you to review your College's fixed term appointments to determine if the appointment is recurring.
- A recurring appointment is an assignment that occurs every fall only, spring only or summer only. For example, a faculty or academic staff member who only had appointment in spring 2015, spring 2016, and spring 2017. In this example, the employee taught a course only offered each spring, thus, making this a recurring appointment Any appointments that are denoted as recurring will be attributed a designation in the HR/Payroll System that will allow the unit to reappoint employees for recurring appointments without a posting.
- ▶ Please note that following examples of appointments that *are not* considered recurring:
  - Any appointment that spans a semester
  - AY appointments
- All current FAS fixed term appointments since January 1, 2017 through March 16, 2018 are listed in the spreadsheet. Please use this as reference to determine which appointments meet the definition of recurring. In column W please indicate "yes" for recurring or "no" for a non-recurring appointment. If the yes/no field is left blank the appointment will be noted as "no" for non-recurring.
- Save and name the file "MAU 100xxxxxx Recurring Appointment Designation"
- Email the completed file as an attachment to <u>HR.Academic.Operations@hr.msu.edu</u> no later than Wednesday April 18, 2018.
- ▶ Enter MAU contact information, in the event that MSU HR has questions:
  - Name:
  - Email:
  - Phone:



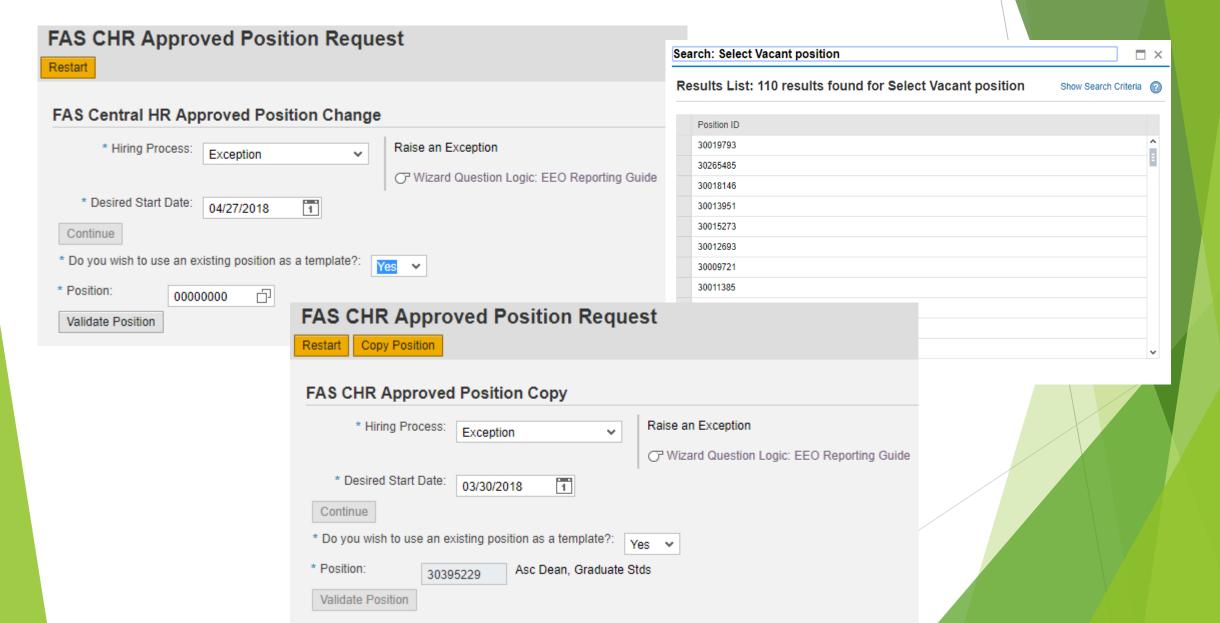
#### Three selections when posting a position:

- 1) Post a Position
- 2) Post an MSUE Position
- 3) Exception
  - 1) Recruitment and Retention Contingent Hire Spouse/Partner
  - 2) Recruitment and Retention Contingent Hire Non-Spouse/Partner
  - 3) Emergency Hire
    - 1) This will be allowed for non-Tenure/Continuing appointments
  - 4) Internal Hire
  - 5) Senior and Executive Management Hire
  - 6) Position will last 3 days or less
    - 1) This will be allowed for non-Tenure/Continuing appointments

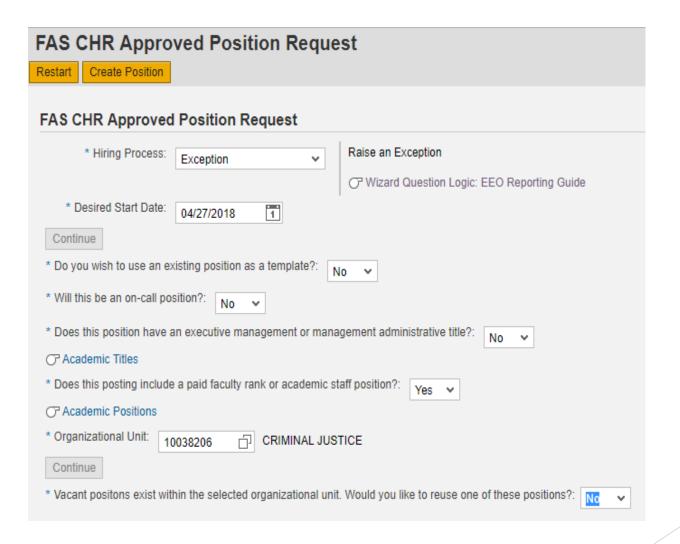
#### Process Improvement - Posted Process (Exception)

- Workflow process change:
  - ► Two approvers before the first department review/approval
    - Approvers are:
      - AHR
      - **I**3
  - ► Resume normal HR/Payroll (EBS) workflow after AHR and I3 approval
- Attachment shall include a memo detailing the reason for requesting an exception to the posting process.
  - Memo must be endorsed by the department chair/director/unit head and the Dean

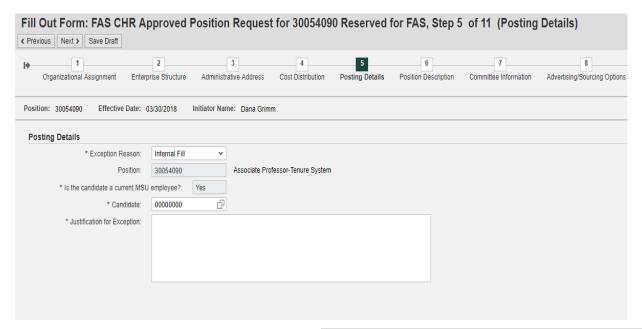
#### Process Changes - Posted Process (Exception-Cop

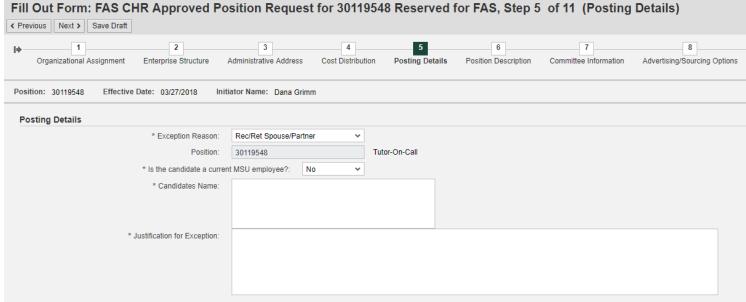


### Process Changes - Posted Process (Exception - Create)

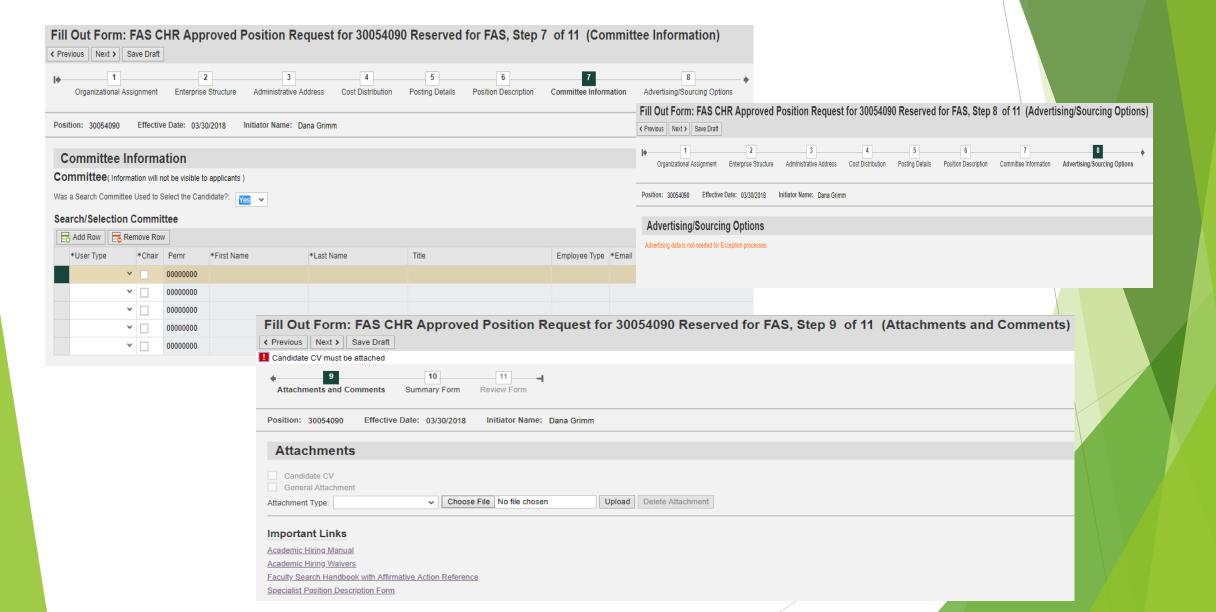


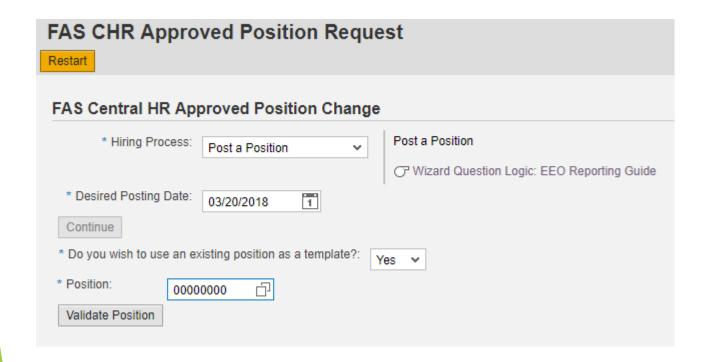
#### Process Changes - Posted Process (Exception)

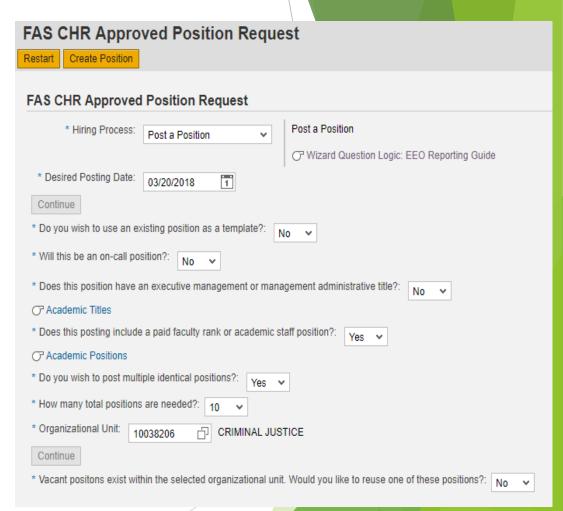


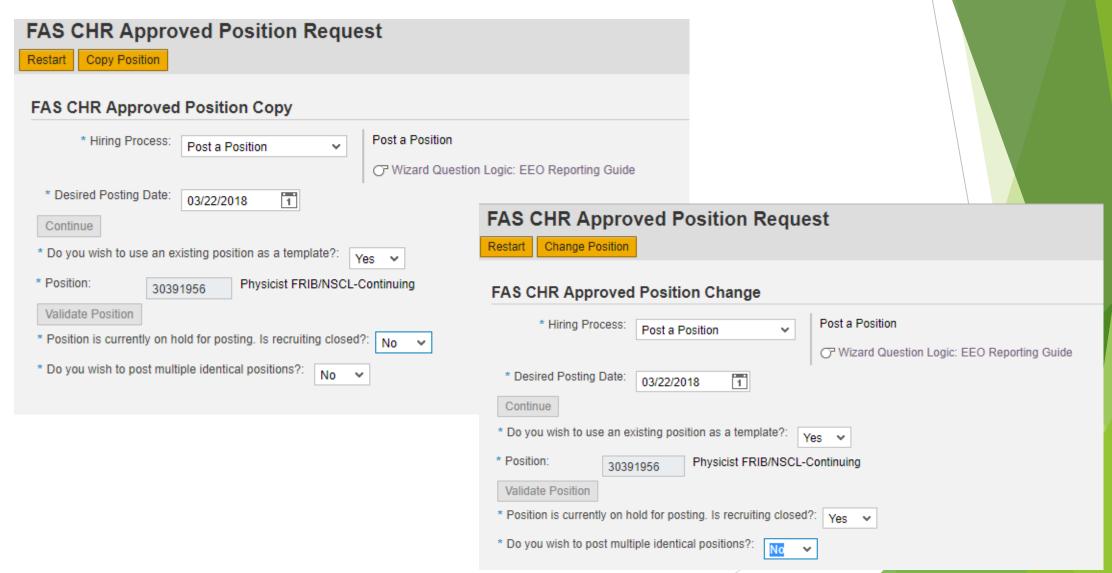


#### **Process Changes - Exception**



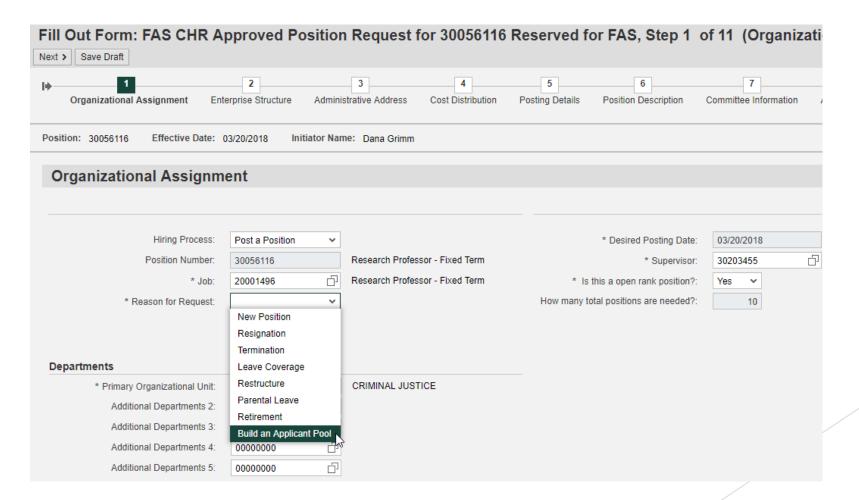


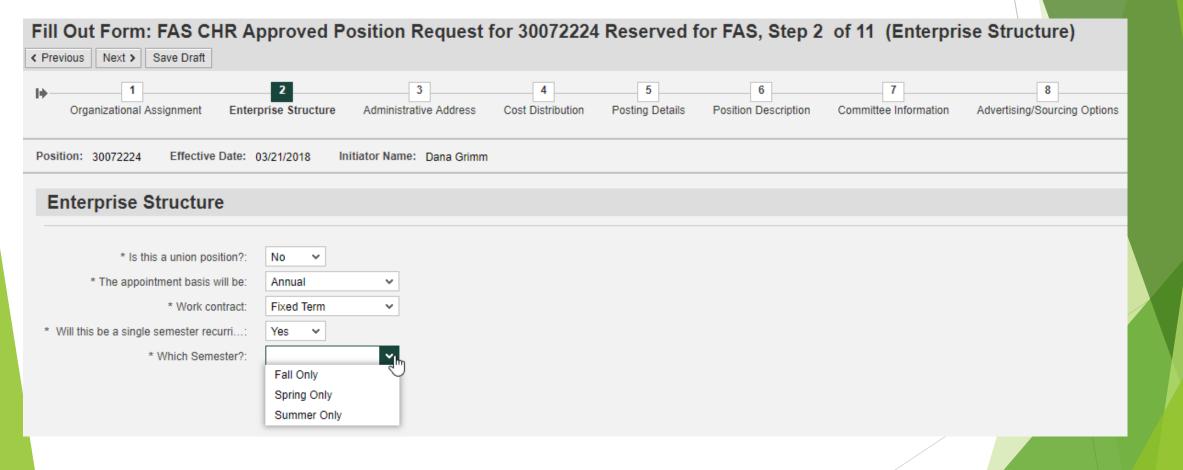


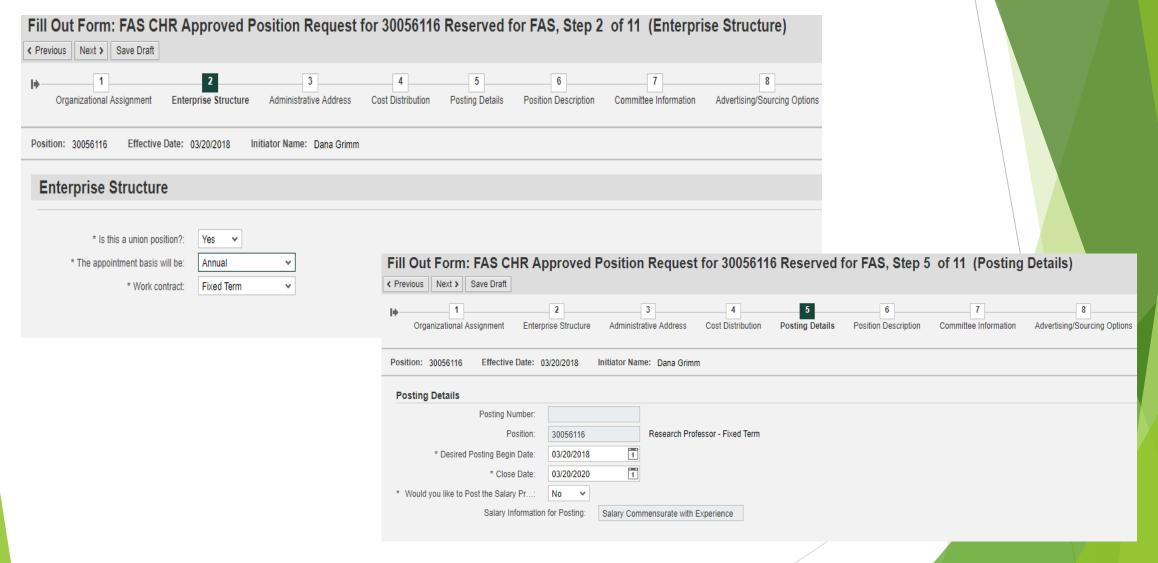


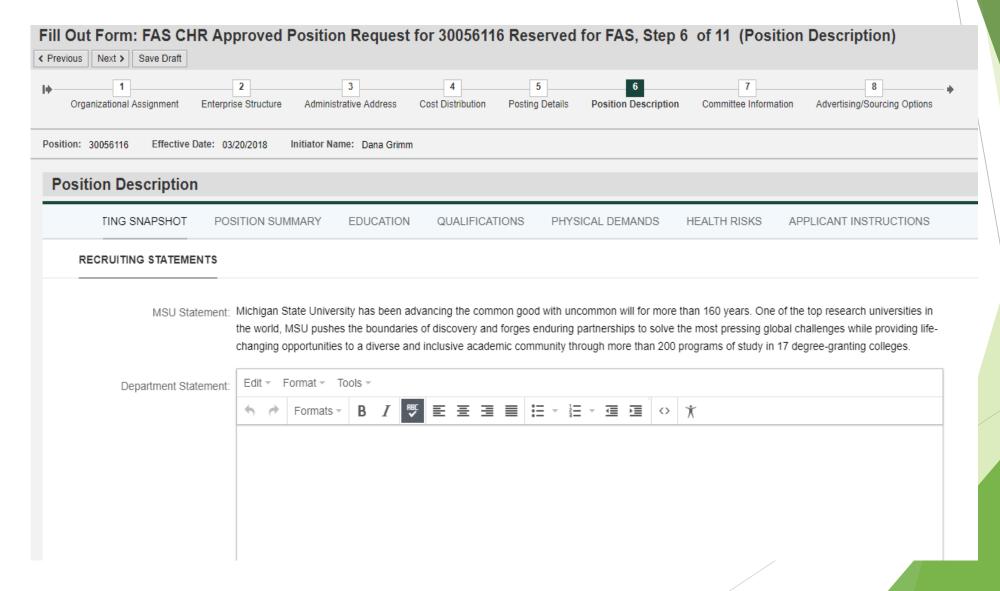
If Requisition reason is 'Build an Applicant Pool' the text "Applications will be reviewed as needed" will be auto incorporated into the posting summary.

Build an Applicant Pool is the reason for the request when posting a pool posting as a recruitment tool.





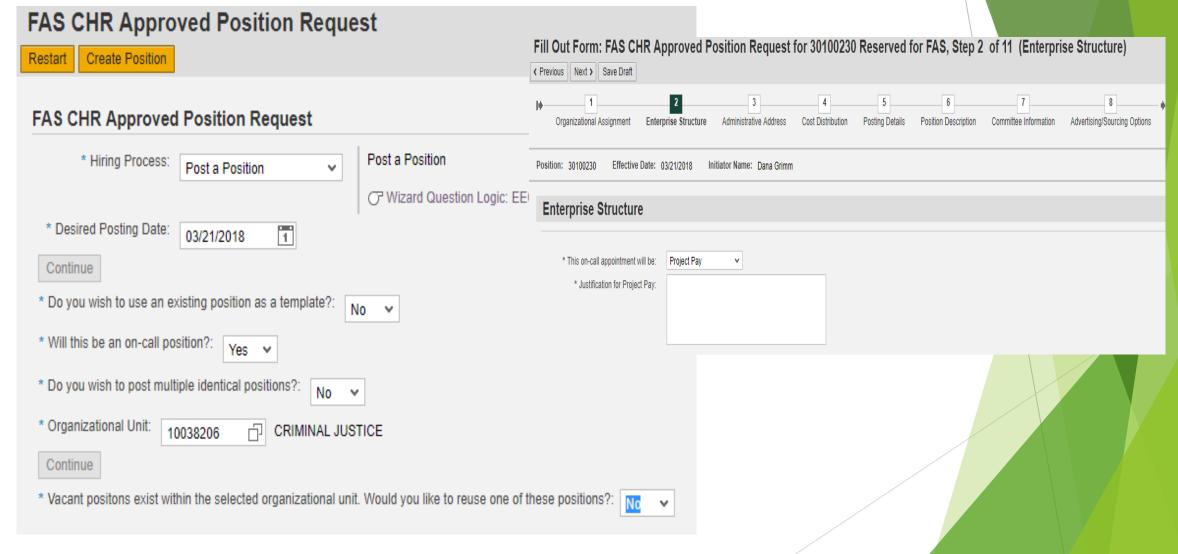




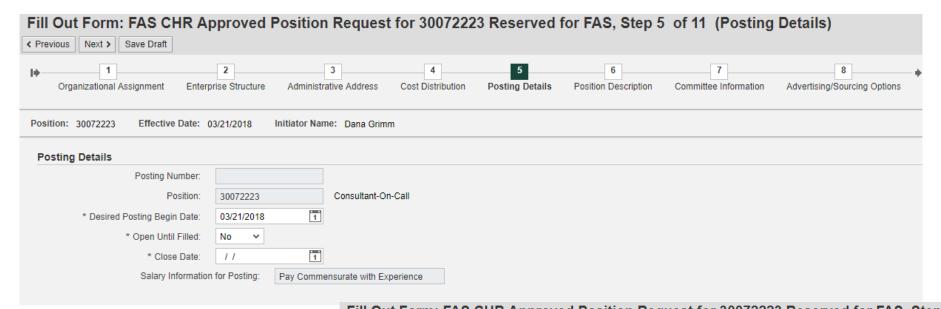
A minimum of two committee members including the Search Chair are required. Duplicate committee members are not permitted.

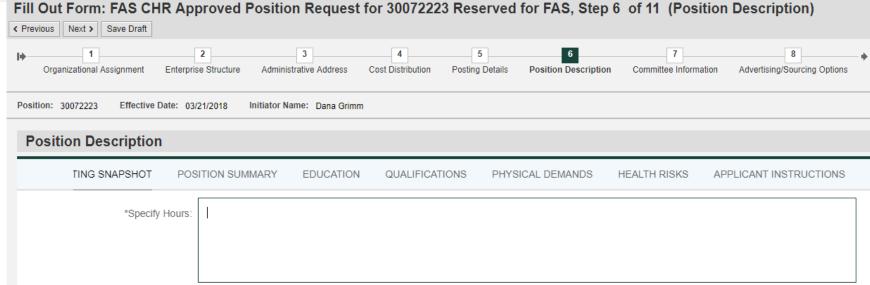


#### Process Changes - Posted Process On-call



#### Process Changes - Posted Process On-call





# What can change after the posting is posted and for the appointment?

- What changes are okay to make to a posting once posted?
  - Minimum qualifications: No- the unit should be making this decision up front. Changes to the posting after publication could impact the applicant pool.
  - Desired qualifications: No the unit should be making this decision up front. Changes to the posting after publication could impact the applicant pool.
  - Posting text: Yes, if the units are trying to clarify an aspect of the posting text or acquire a better applicant pool when it does not significantly change the position or work.
  - Working title: Yes, except for Open Rank postings as it could impact the applicant pool and the final composition of the position. The position must be created at the highest rank
    - Note: If it is to expand applicant pool such that the open rank moves from Associate/Professor to Assistant/Associate/Professor, I3 needs must approve the change

# What can change after the posting is posted and for the appointment?

- What changes are okay to make to a posting once posted?
  - Percentage of employment: Yes, if the change in employment percent is less than what was indicated in the posting. The percent of employment cannot exceed the posting information.
  - ► AN vs AY changes. Yes.
  - Does timing of posting make a difference? No- the unit should be making this decision up front. Changes to the posting after publication could impact the applicant pool.
    - If it is new vs posted for a while? No- the unit should be making this decision up front. Changes to the posting after publication could impact the applicant pool.
    - ► Posted a certain amount of time? No- the unit should be making this decision up front. Changes to the posting after publication could impact the applicant pool.
  - ▶ Does the size of applicant pool make a difference in what changes are allowed? No- the unit should be making this decision up front. Changes to the posting after publication could impact the applicant pool.
  - ▶ What is the minimum time frame a unit should reopen a posting for? 3 days

#### **Appointment Form**

- Options to select
  - Exception
    - A valid position number, with an approved posting exception, must be provided to process the appointment. This is an option as a new position for all actions.
  - Fellow/Resident (national pool)
    - Appointment must be in a medical college
  - GA Summer Appointment\*
    - For summer only fixed term Assistant Instructor/Instructor appointments of former graduate assistants, the position will be created as part of the appointment form. This is an option as a new position for rehire and change of position only.On-Call Agreement\*
  - No Pay
    - ▶ Allowed when any unpaid appointment is the employee's primary assignment.
  - On-Call Agreement\*
    - For appointing an employee into an on-call position immediately following the completion of a paid appointment, provided that the position duties do not change (e.g. employee has agreed to stay on-call for a transition period).
  - Post a Position
    - A valid posted position number must be provided to process the appointment. This is an option as a new position for all actions.
  - Post an MSUE Position
    - A valid posted MSUE position number must be provided to process the appointment. This is an option as a new position for all actions.
  - \*Eligible positions are of the same appointment type and do not hold designation as 'Emergency', 'Three Days or Less', and were not awarded on Hiring Processes "GA Summer Appointment"

#### **Appointment Form**

- Options to select
  - Post Doc Fellow Appointment
    - ▶ Allowed when the primary unpaid assignment will be a Postdoctoral Fellow only.
  - Reappointment\*
    - Appointment into the most recently held eligible\*\* position with limited change (must be the same organizational unit, similar job and job duties) without break in service
  - Recurring Reappointment\*
    - Appointment must be into a designated recurring position held by the employee within the last year (must be the same organizational unit, similar job and job duties)
  - Resident/Intern Pool
    - For fixed term appointments in the medical colleges as a residents, interns, or fellows, the position will be created as a part of the appointment form. Follows national pool selection and matching policies. This is an option as a new position for all actions except Add Assignment.
  - Retiree Return to Work\*
    - Appointment must be awarded to an official University Retiree that has retired within 2 year of the appointment's start date
  - Summer only appointment for graduate assistants\*
    - Appointment must be during the summer semester only, and assigned to an employee that was a graduate assistant within the last year
  - Visiting Scholar/Exchange Program
    - Appointment must not exceed 2 years without a 1 year break between appointments, and appointment must be designated visiting

\*Eligible positions are of the same appointment type and do not hold designation as 'Emergency', 'Three Days or Less', and were not awarded on Hiring Processes "GA Summer Appointment"

#### General Policy Decisions

- Social Security Numbers will not be required for no pay appointments, but changing to a paid appointment will require a valid number, no 'fake' numbers will be accepted at that time.
- ► Tenure and Continuing system academic year (AY) appointments where the employee would like to start early (previously used a waiver 1), should be appointed into their tenure or continuing system position as AN (annual pay basis) with an earlier start date (5/16 8/15) and then changed to academic year with a CHANGE OF STATUS action as of the start of the AY appointment.
  - ► This temporary appointment basis should be noted in the letter of offer with the corresponding AN salary.
  - Work closely with HR analyst to make the appropriate changes for the respective AN and AY appointments
- ► Tenure system appointments where the incumbent is waiting on immigration paperwork before being put in the tenure system, may be granted an exception position on the basis of 'emergency' until they are able to step into the tenure position.

### Thank you

Questions and Concerns...

#### Appendix: Action and Process



#### Hire Action

- Definition
  - Appoints an individual with no previous MSU employment relationship.
- Allowed Hiring Processes
  - Post a Position
  - Post an MSUE Position
  - Exception
  - No Pay Appointment
  - PostDoc Fellow Appointment
  - Resident/Intern Pool
  - Visiting/Exchange Program

#### Rehire Action

- Definition
  - Following a break in service of one day or more, appoints an individual with a prior MSU employment relationship.
- Allowed Hiring Processes
  - Post a Position
  - Post an MSUE Position
  - Exception
  - No Pay Appointment
  - PostDoc Fellow Appointment
  - Resident/Intern Pool
  - Visiting/Exchange Program
  - ► GA Summer Appointment
  - Recurring Reappointment
  - Retiree Return to Work

#### Add Assignment Action

- Definition
  - ▶ Appoints an individual with a current and unending MSU employment relationship.
- Allowed Hiring Processes
  - Post a Position
  - Post an MSUE Position
  - Exception
  - No Pay Appointment
  - PostDoc Fellow Appointment
  - Retiree Return to Work

#### **Change Position Action**

- Definition
  - ► Changes a current MSU employment relationship in another employment area to a Faculty or Academic Staff area.
- Allowed Hiring Processes
  - Post a Position
  - Post an MSUE Position
  - Exception
  - No Pay Appointment
  - PostDoc Fellow Appointment
  - Resident/Intern Pool
  - Visiting/Exchange Program \*On-Call Agreement
  - ► GA Summer Appointment
  - Recurring Reappointment
  - Retiree Return to Work

#### Change of Status Action

- Definition
  - Changes a current Faculty or Academic Staff appointment.
- Allowed Hiring Processes
  - Post a Position
  - Post an MSUE Position
  - Exception
  - No Pay Appointment
  - PostDoc Fellow Appointment
  - Resident/Intern Pool
  - Visiting/Exchange Program \*On-Call Agreement
  - Recurring Reappointment
  - Retiree Return to Work

#### Reappointment Action

- Definition
  - Appoints an individual with an ending Faculty or Academic Staff position, into the same or another Faculty or Academic Staff position; with no break in service.
- Allowed Hiring Processes
  - Post a Position
  - Post an MSUE Position
  - Exception
  - No Pay Appointment
  - PostDoc Fellow Appointment
  - Resident/Intern Pool
  - Visiting/Exchange Program \*On-Call Agreement
  - Recurring Reappointment
  - Reappointment
  - Retiree Return to Work