

### Hiring Process Guide

Definitions and acronyms used in this Guide:

**Area** – The division/department/college where the vacant position resides.

**EO** – The University's Equal Opportunity office.

**Hiring Authority** – The leader authorized to make job offers according to Board of Trustees policy and applicable designation. Link to [Board of Trustees policy page](#). Link to [Human Resources Policy and Procedures \(HRPP\) page](#).

**Hiring Unit** – The unit within the Area where the vacancy exists.

**Hiring Manager** – The manager/supervisor of the vacant position.

**HR** – The University's Human Resources office.

**Leadership** – The leader responsible for personnel administration of the Area. For example: Dean, Director, Associate Vice President, Vice President, or President.

**PAF** – Personnel Action Form (University form to process employee and job data)

**PageUp PAF** – The employee and job data form created at the same time as the Hiring Proposal in PageUp and used for Banner data entry.

**Search Committee** – Committee formed by Leadership to conduct the search process and make a recommendation for hire to Leadership.

Below are the steps involved in the University hiring process. The University's applicant and recruitment management system, PageUp, is used to facilitate most steps of the process. Where PageUp actions are required, it is very important to process them sequentially and not skip a step or move back a step. Please call HR with any questions regarding these essential PageUp steps

1. Vacancy exists in Hiring Unit.
2. Prior to beginning a hiring process, Hiring Unit communicates with Leadership regarding filling the vacancy. Areas of communication may include: justification for hire, draft position description, salary range, search committee chair and members, advertising sources, and diversity recruitment plan.
  - a. Salary and salary range should be fully vetted during this communication with Leadership. Salary may not be higher than current FSU employees in the same position or higher than the supervisor of the position being posted. Salary range must be listed in the posting and advertisements. Candidates may not be hired at a salary outside of this range. Salary questions should be directed to the Associate Vice President/Chief HR Officer prior to posting the position.
  - b. HR will automatically post the position on the following sites: Pure Michigan Talent Connect, Higher Education Recruitment Consortium (HERC), HigherEdJobs.com, NAACP-Grand Rapids, West Michigan Hispanic Chamber of Commerce, and Handshake.
  - c. Additional paid advertising is highly recommended. The Hiring Unit and Search Committee should reach out to colleagues who are subject matter experts in the type of position to be filled and ask for their recommended recruitment and/or advertising sources.
  - d. The diversity recruitment plan must be listed and must indicate how the Hiring Unit/Search Committee will attract a diverse applicant pool. Diversity recruitment plan options may include list serves, diversity publications, and/or specific outreach activities. Visit the [diversity recruitment resources page](#) for diversity recruitment resources. If a resource from this list is appropriate, list it in the diversity recruitment plan field on PageUp.

- e. If a search firm will be utilized for the search (Director level or above positions only), only Board of Trustees approved search firms may be utilized – please check with HR for further assistance. Please note, all applicants must utilize PageUp for applying to a position, including applicants for positions that are utilizing a search firm. No outside tools may be utilized. If there is a question regarding this requirement, please contact the Associate Vice President/Chief HR Officer.
3. Once the vacancy is approved to be filled by Leadership, Hiring Unit creates or updates position description in PageUp. This includes entering required information approved by Leadership in Step 2 (position details, salary range, search committee members, diversity recruitment plan and other advertising sources, etc.). Position description information should be reviewed thoroughly by Hiring Unit and Leadership before submitting for posting and recruitment approvals. If any changes are needed in the position description after the position has been posted and recruited, including salary range, the posting and recruitment will need to be revised and reposted. See detailed *Creating a New Position Description and Posting* or *Modifying a Position Description and Posting* guides on the Hiring Process section of Ferris360.
4. Included in the position description is a list of materials required as part of the employment application (cover letter, resume, etc.). If a degree is listed as a required qualification, unofficial transcripts must be included in the required application materials. The final candidate will be required to submit an official transcript to HR as part of their onboarding process.
5. The following information must also be included in all position descriptions:  
Under Essential Duties and Responsibilities:
  - “Demonstrate an understanding of diversity, equity and inclusion, especially in working relationships with students, faculty, staff and community members” and
  - “Perform any other duties assigned within the position classification area.”
  - “Support, promote, and develop University student enrollment and retention initiatives.”Under Required Skills and Abilities:
  - “Demonstrated commitment, experience and understanding for diversity, equity and inclusion.”

HR may add additional standard duties and responsibilities and/or other information to position descriptions as needed.
6. For any faculty (full-time or part-time) positions, teaching mode/location should be included in the Summary of Position.
  - For in-person or hybrid teaching positions, candidates must reside in Michigan after acceptance of employment. Sample language for in-person or hybrid: “Courses are to be taught in person on one of Ferris State University’s campuses. The candidate(s) selected for the position must reside in Michigan after acceptance of employment”.
  - For 100% online teaching positions, candidates may reside in states that have been approved by HR: Illinois (excluding Chicago), Indiana, Kentucky, Minnesota, Ohio, or Wisconsin. Sample language for online teaching: “Courses are to be taught online. The candidate(s) selected for the position must reside in Michigan, Illinois (excluding Chicago), Indiana, Kentucky, Minnesota, Ohio, or Wisconsin after acceptance of employment.”
7. Hiring Unit selects the correct Approval Process on PageUp (See detailed *Creating a New Position Description and Posting* or *Modifying a Position Description and Posting* guides on the Hiring Process section of Ferris360) and position is routed through PageUp through appropriate approval levels for

Area (see *Approvals* guide on the Hiring Process section of Ferris360). The PageUp approval processes reflect the following conditions that require FSU President approval:

- a. New positions with a salary of \$40,000 or greater.
  - b. Existing replacement positions with a salary of \$60,000 or greater.
  - c. Any full-time temporary position (link to [Budget Management Policy page](#))
8. HR is included in all PageUp approval processes and reviews the job description to ensure compliance with University Policies and local, state and federal regulations.
  9. It is recommended that Search Committee members receive search committee training at least on an annual basis. **Prior to initiating search activity, review step 40 below regarding search materials that are required to be kept and submitted to HR at the conclusion of the search.**
  10. At the start of the search process and before any applicants are reviewed, Search Committee and any search committee designee (personnel providing support for the search) signs *Search Committee Confidentiality Agreement*. This is a Dynamic form that is completed online and submitted directly to HR once signed. A link to the form is provided in an email to the Search Chair once the position is approved for posting. The form is also available on Ferris360 by searching Search Committee Confidentiality Agreement (users must be logged in to Ferris360 to access the form).
  11. Position is posted on FSU Web site. Link to [FSU Employment Opportunities page](#). Position description must have completed approvals (steps 7 and 8) and be received in HR for the final posting step by Tuesday at 5 p.m. for posting on Friday (may be adjusted for holidays and will be communicated by HR). Positions must be posted/advertised externally for a minimum of 10 business days, unless a collective bargaining agreement requires a different posting period. Exceptions to this minimum posting requirement must be discussed with and approved by the Associate Vice President/Chief HR Officer.
  12. HR coordinates posting on standard University advertising sites and all position-specific paid advertising per the recruitment plans referenced in steps 2 and 3.
  13. Search Committee is encouraged to engage in personal recruitment activities to help spread the word about the vacancy.
  14. Applications are accepted per posting language.
  15. Search Committee and Leadership communicate to confirm what information, if any, Leadership may require during the search process. For example, Leadership may require a meeting with the Search Committee to discuss the interview plan, review the on-campus interview itinerary, interview participants, etc. Leadership should also communicate with the Search Committee regarding their required process for recommending acceptable candidate(s) at the end of the search.
  16. Search Committee prepares review criteria and/or rating scale before reviewing any applications. This documentation is provided to HR at the end of the search along with all the other related search process documentation (step 40).
  17. Search Committee finalizes the rating scale and establishes the process for collecting and considering input from the Search Committee members. For example:
    - a. Stage 1: Confirm applicants meet required qualifications; remove those that don't.
    - b. Stage 2: Compile committee input using criteria developed in step 16 to identify initial applicants for first-round interviews.

- c. Stage 3: Compile committee input using criteria developed in step 16 to identify initial applicants for second-round interviews.
18. Search Committee reviews application materials through PageUp. See detailed *Reviewing Applicants* guide on the Hiring Process section of Ferris360.
19. It may be determined that the applicant pool is insufficient (applicants do not meet minimum qualifications, etc.). In this case, the Search Committee must complete Step 20 below and submit the EO Review Worksheet (or applicable information) along with a written request to fail the search to the Associate Vice President/Chief HR Officer.
20. Search Committee completes EO Review Worksheet, attaches worksheet in PageUp and submits applicants to EO. See detailed *Equal Opportunity (EO) Review* guide and *EO Review Worksheet* on the Hiring Process section of Ferris360.
21. EO reviews all application materials, reasons for non-selection, and reasons for interviews. This may take up to 5 business days.
22. EO works with Search Committee on any questions and notifies Search Committee when approved. All applicants that have been approved for interview by EO must be interviewed. Applicants that have not been approved by EO may not be interviewed. **No interviews can be scheduled until EO reviews and approves the status of applicants.**
23. Search Committee moves applicants approved by EO to the Step 3 – Interview disposition.
24. Search Committee develops an interview itinerary and an interview schedule. The interview schedule must include applicant names and their interview dates and times. Search Committee attaches the interview itinerary and schedule to the Documents section of the posting on PageUp.
25. Search Committee develops first-round interview questions in advance. HR can assist you with interview questions. Please review the Michigan Department of Civil Rights interview guide before proceeding. Link to [Michigan Department of Civil Rights interview guide](#).
26. Search Committee schedules first-round interviews (can be in person, telephone or virtual interviews to narrow down candidates for personal/second-round interviews). If a candidate withdraws from the search verbally, ask the candidate to either withdraw through their PageUp applicant account or send you the withdrawal in writing. If this is sent in writing, include this with the information collected and sent to HR in step 40.
27. First-round interviews take place.
28. Search Committee meets to discuss results of first-round interviews and narrows down the list of candidates for second-round interviews using criteria and procedures developed in steps 16 and 17.
29. Search Committee schedules candidates for second-round/on-campus interviews, asking for any additional materials that may be needed from the candidates for continued review. Please note, any additional materials gathered must also be submitted to HR for the official file.
30. Search Committee sends an e-mail confirmation including interview details to each candidate along with the campus interview itinerary. Area support personnel may be enlisted to assist with interview scheduling, e-mail confirmations, hotel/travel arrangements, etc.

31. Search Committee prepares interview feedback surveys to hand out and collect for all campus constituents involved in the campus interview process. These documents will be provided to HR at the end of the process as noted in step 40.
32. Second-round/on-campus interviews take place. During this interview stage, Search Committee informs candidates that the references they provided are going to be contacted.
33. For those candidates recommended for hire (finalists), Search Committee moves candidates to Step 4 - Reference Check disposition on PageUp. A basic reference check form is then sent to the three references provided by the applicant on their PageUp employment application. Responses are received back through the PageUp system. See *Reference Checks* on the Hiring Process section of Ferris360. Please note, this step does not need to be completed for internal candidates that are currently employed by FSU. However, it is highly recommended that the Hiring Manager contact the internal candidate's current FSU supervisor and/or previous FSU supervisor(s) for a reference check. If selected, internal candidates can be moved directly to Step 5 - Create Hiring Proposal. Please contact HR with any questions about internal candidates.
34. It is required that the Search Committee contact the provided references by phone for follow up to the reference information provided via PageUp or to ask additional, more detailed reference information specific to the position that is not included in the PageUp basic reference check form. **Only references provided by the applicant may be called** (reference contact information is provided in the PageUp application). Current employers may not be called unless permitted by the applicant in writing. Additional reference questions should be prepared in advance and asked for each referee. Searching for information on candidates online or in social media platforms is not allowed by anyone at any point of the search. All background checks are facilitated by HR.
35. Search Committee meets to discuss candidates and determines the candidate(s) acceptable for hire. It may be determined that all, some, one, or none of the candidates are acceptable.
36. Search Committee sends list of acceptable candidate(s) to Leadership per protocols established in step 15.
37. Leadership reviews the committee's recommendation and prepares a final recommendation to the Area's Hiring Authority (if different from Leadership).
38. The Hiring Authority reviews the recommendations of Leadership and the committee, along with all application materials for recommended candidate(s), reference information, feedback forms, and notifies the Hiring Unit that a Hiring Proposal and PageUp PAF may be completed on PageUp.
39. Hiring Unit prepares a Hiring Proposal and PageUp PAF in PageUp by moving applicant to Step 5 - Create Hiring Proposal, including creating an offer letter using the templates in PageUp and attaching the signed offer letter document (see detailed *Hiring Proposal, PageUp PAF and Job Offer* guide on the Hiring Process section of Ferris360). **DO NOT attach the final EO Review Worksheet (step 46), or any document other than an offer letter, in the Hiring Proposal.**
  - a. A separate PAF is not needed for any hiring action completed through PageUp.
  - b. The information completed on the Hiring Proposal and PageUp PAF must be completed thoroughly and accurately as this information will serve as the PAF and be entered into Banner. This "PAF" is referred to as the PageUp PAF.
  - c. To determine an appropriate start date, please keep the following in mind - the University requires a minimum of 10 business (non-holiday) days for processing a hire before the new hire begins

employment. Therefore, the start date in the final official offer letter must be at least 10 business (non-holiday) days from the date the candidate is anticipated to accept the offer. For example, if a candidate accepts the offer on November 1, their start date would be on or after November 15. University policy requires an approved background check be completed before employment begins. The time for a completed background check and approval varies. Therefore, there is no guarantee that the employee will start on the communicated start date. Start dates may need to be adjusted by HR. Start dates will be communicated as tentative and if they are changed by HR, HR will notify the new employee and Hiring Unit. Once the background check is complete and approved, an email with the final, official start date will be sent to the Hiring Unit and the new employee.

d. Please note all official offers must be made via PageUp for proper documentation.

40. Search Committee collects all search documentation and delivers to HR, within 30 days of the job offer acceptance date. This documentation includes:

- Search committee meeting notes
- Interview notes
- Any reference check materials including letters of reference and notes taken from phone reference checks (separate from the PageUp basic reference form)
- Search committee review criteria, rating scale, assessment tools, etc.
- Feedback forms or documentation
- Correspondence with applicants
- Materials submitted by applicants outside of PageUp, including search withdrawal notifications.
- Any other documents used in the search process.

Printed copies of resumes, applications, etc. that do not contain any notes do not need to be submitted to HR but must be destroyed.

41. Once the Hiring Proposal/PAF is approved, the Hiring Authority makes a verbal job offer and moves candidate to Step 6 – Verbal offer to candidate in PageUp. A verbal conditional (see f. below) job offer must include:

- a. Salary. Must be within the range or the rate provided in the posting. If there is a concern in this area, please contact HR.
- b. Resources to learn more about their benefits package (if applicable) – see Benefits By Group section on the [HR Benefits webpage](#).
- c. Moving expense information (if applicable) – link to [Moving Expense policy page](#).
- d. Probationary period – link to [Probationary Periods policy page](#).
- e. Discussion on start date. See step 39 above regarding processing time.
- f. Discussion on offer contingencies including:
  - i. A completed successful background check. Applicant should be informed that their start date may need to be adjusted if the background check is not completed before their scheduled start date.
  - ii. Acceptable reference checks.
  - iii. Ability to obtain and maintain appropriate authorization to work in the United States.
  - iv. Physically working in Michigan (or other approved state – see step 6) during the employment dates. If someone will not be physically working of Michigan (or other approved state), please contact the Associate Vice President/Chief HR Officer prior to making any offer.
- g. Request to accept (or decline) PageUp offer as soon as possible after receiving the offer e-mail since this initiates all further employment actions (including the background check process).
- h. Reminder to look for the email offer and if it is not received, direct the candidate to look in their email junk/spam folder.

42. If the verbal offer is accepted, the Hiring Authority informs Hiring Unit with the details of the offer. If any information in the approved Hiring Proposal changes during the verbal job offer, please contact HR immediately to correct the official records.
43. If the candidate declines the verbal job offer, repeat Step 36 for the next recommended candidate. If there is not another recommended candidate or the next candidate also declines the verbal job offer, the search may be failed. The Search Committee must send applicable information to the Associate Vice President/Chief HR Officer along with a written request to fail the search.
44. After Hiring Proposal is approved, Hiring Unit moves applicant to Step 7 – Send online offer to candidate. Hiring Unit may only use approved offer letter templates to make offers. (see detailed *Hiring Proposal, PageUp PAF and Job Offer* guide on the Hiring Process section of Ferris360).
45. Immediately after the online offer is accepted and returned, HR begins the background check. The employee may not begin working or gain computing access until an approved background check is complete. Once the background check is complete and approved, HR will set the employee up in Banner which will initiate their computing access. On the employee's first day of employment, they will receive an email from HR with some onboarding information including their e-mail address and user name for computing resources. If the employee needs additional access support, they should be directed to call FSU Information Technology Services at (231)591-4822. An employee's start date may need to be adjusted by HR based on the completion of their background check. HR will communicate any updated hire date change and adjust the Hiring Proposal and PageUp PAF accordingly.
46. Using the same EO Review Worksheet initially submitted for approval, Search Committee enters non-selection reason codes for all applicants who were interviewed (in any round) and not selected and submits the EO Review Worksheet in the Documents section of the *position posting* on PageUp. **DO NOT attach the final EO Review Worksheet, or any document other than an offer letter, in the Hiring Proposal/PAF.**
47. Once the online offer is accepted and returned to FSU, the search can be closed. The Hiring Authority will inform the Search Committee Chair when this happens. When the search is closed on PageUp, all applicants will receive a system-generated e-mail from PageUp (triggered by HR action) notifying them of the completion of the search. This process may take a few days. If the Search Committee would like to notify candidates that had a second-round/on campus interview that they were not selected, they may reach out to them via a phone call to notify them that they were not selected (please contact HR for standard non-selection language if this action is desired).
48. HR enters non-selection reasons in PageUp and finalizes/closes out the posting on PageUp. All applicants will be sent a system-generated e-mail notifying them of the completion of the search.