THE UNIVERSITY OF MICHIGAN

STANDARD PRACTICE GUIDE

SECTION:	Personnel	**Number:**	201.22
		Revised:	7/01/05
SUBJECT:	Recruitment and Employment Process (Regular)	**Date Issued:**	
		Attachment(s)	1
APPLIES TO:	All operating units employing regular employees		
ISSUED BY:	The Office of the Vice-President for Academic Affairs and the Personnel Office		

I. Instructional and Academic Administrative Staff Members

A. Definitions

1. Instructional staff includes all "regular" staff engaged in teaching (regardless of amount) at the rank of instructor and above. The policy does not apply to supplemental staff i.e. "adjunct", "clinical", "visiting" or "lecturer" titles.

2. Academic Administrative Staff includes: Vice President, Associate and Assistant Vice Presidents, Chancellors, Associate and Assistant Chancellors, Deans, Associate and Assistant Deans, Chairpersons, Associate and Assistant Chairpersons, Directors, Associate and Assistant Directors of Institutes, Centers, Libraries, Athletics, Hospital and Affirmative Action Programs and any and all unclassified administrative positions reporting to any of the above.

B. Procedure for appointment of instructional and academic administrative staff members.

RESPONSIBILITY	ACTION
Department Chairman	1. Determine qualifications desired, availability of funding and title of new or open position.
	2. Prepare form 9823, "Notification of Open Position."
	3. Send form 9823 to Office of Staff Services via Office of the Dean when decision is made to fill the position, but not less than two months prior to filling the vacancy.
	4. Prepare advertisement of the position to be placed in appropriate professional or scholarly journal or in the Chronicle of Higher Education and contact Staff Services for concurrence of the advertisement before placing it via Purchasing Office; or ask Staff Services to prepare and place the advertisement. (In either case, the employing department pays for the advertisement). Note: Each advertisement must include the statement: "a non-discriminatory affirmative action employer."

Staff Services	5.	Receive form 9823 and post notice of the position in the University Record.
	6.	Contact department to assist with, or write, advertisement to be placed in appropriate professional or scholarly journal or in the Chronicle of Higher Education.
	7.	Place the ad if the department so desires.
	8.	Forward an "Appointment Activity Record" (Form 9906) to the department along with an accompanying explanation of its use.
Department Chairman or Selection Committee	9.	Receive applications.
	10.	If necessary to bring candidate from distant location for interview, arrange reimbursement of expenses under the provisions of SPG 204.1. The expense of this travel is paid by the department having the interview.
	11.	Interview candidates who appear well-qualified.
Department Chairman	12.	When final candidate is selected, forward copies of "Appointment Activity Record" to offices indicated on the form for approval to make the offer of employment.
	13.	Upon approval of the Dean, Director, Department Head, make the employment offer.
	14.	Prepare appropriate forms to recommend the faculty appointment in accordance with departmental, school or college and University procedures.

II. Procedure for employment of Professional/Administrative Staff Members

RESPONSIBILITY		ACTION
Supervisor	1.	Determine qualifications desired, availability of funding and new or changed job requirements.
	2.	Prepare form 9823, "Notification of Open Position".
	3.	Send form 9823 to the Office of Professional/Administrative Staff Services or the Medical Center Personnel Office, as appropriate, via the Dean or Director. Staff Services will forward a copy to the Compensation Section in order to classify the position.
Compensation Section	4.	Verify form 9823 against budget position control record.

	5.	Enter classification code and department code where applicable and forward to Staff Services or Employment Supervisor of Medical Center Personnel Office.
Staff Services or Medical Center Personnel Office	6.	Receive form 9823.
	7.	Forward an "Appointment Activity Record" (Form 9906) to the department along with an accompanying explanation of its use.
	8.	Discuss qualifications and starting salary range with department if clarification is necessary.
	9.	Post notice of the open position as provided in SPG 201.76 if appropriate.
	10.	Interview applicants as necessary.
	11.	Refer qualified applicants to department for interview, in the following order: a) staff members on layoff or about to be laid off, or those returning from leave of absence. b) staff members eligible for promotion or transfer and outside candidates consistent with the provisions of the Promotional Openings Program SPG 201.76.
Supervisor	12.	Interview applicants.
Staff Services or Medical Center Personnel Office	13.	Contact supervisor regarding outcome of interviews with applicant.
Supervisor	14.	When ready to make job offer forward copies of completed "Appointment Activity Record" to the offices indicated on the form and await approval from the Office of Staff Services or Medical Center Personnel Office.
Staff Services or Medical Center Personnel Office	15.	Approve "good faith effort" of the department or question decision as required.
	16.	Conduct reference checks on qualified applicants either by mail or phone, whenever deemed necessary, if this has not been done by the employing department.
	17.	Establish appropriate salary or promotional increase and starting date with supervisor.
	18.	Contact applicant and make job offer if requested to do so. Otherwise supervisor makes offer on terms established in Item 17 above.
	19.	Set up applicant processing date, when position is non-academic.

Personnel Health	20.	If hospital staff member, perform pre-employment physical.
Staff Services or Medical Center Personnel Office	21.	If position is academic, approve form 9823 and forward to Office of Academic Appointments.
Employing Department	22.	If position is academic, prepare forms D and A, W-4, employee oath card, faculty-staff address, and minority group identification form and forward via office of the Dean or Director to Office of Academic Appointments. Issue identification card to new staff members.
Staff Services or Medical Center Personnel Office	23.	Process new non-academic staff members: a) Give staff member W-4 forms and minority identification forms to complete. b) Have staff member sign "Employee Oath". c) Give staff member a short orientation. d) Give staff member time cards (if applicable). e) Give staff member United Fund Pledge card and explain program. f) Issue identification card to staff member.
	24.	Direct new staff member to Staff Benefits and Parking Operations Offices.
Staff Benefits Office	25.	Describe benefit plans and process benefit plan enrollment.
Parking Operations	26.	Issue Parking permits upon request.
New Staff Member	27.	Report to work.
Staff Services or Medical Center Personnel Office	28.	If non-academic appointment: a) Send employment notice, completed W-4 forms and application material to Personnel Records section for processing.
Staff Records Section		b) Separate employment notice and send copies to Employing Department, Payroll, Staff Benefits and Data Systems. c) Prepare Personnel folder incorporating application material and employment notice.
	29.	If academic appointment: a) Prepare notice of appointment and send pertinent information to the Office of the Dean or Director, Employing Department, Payroll, Staff Benefits and Data Systems. b) Prepare Academic Appointments folder.

III. Procedure for employment of staff members:

RESPONSIBILITY		ACTION
Supervisor	1.	Determine qualifications desired, availability of funding and new or changed job requirements.
	2.	Prepare form 5197, Personnel Requisition.
	3.	Send form to Compensation Section of Personnel Office.
Compensation Section	4.	Verify form 5197 against budget position control records.
	5.	Enter classification code, title,, department code and forward to Employment Section.
Employment Section	6.	Receive form 5197.
	7.	Notify department of its receipt and verify qualifications desired and starting salary range.
	8.	Post opening as provided in SPG 201.76 or union agreement, if appropriate.
	9.	Interview applicants.
	10.	If test is used in selection for classification involved, test applicant.
	11.	Refer qualified applicants to department for interview, in the following order: a) Staff members on layoff or about to be laid off, or those returning from leave of absence. b) Staff members eligible for promotion or transfer and outside candidates consistent with the provisions of the Promotional Openings Program SPG 201.76.
Supervisor	12.	Interview applicants.
Applicant	13.	Return from interview(s) and indicate interest in position(s).
Employment Section	14.	Contact supervisor regarding outcome of interviews with applicant.
	15.	Conduct reference checks on qualified applicants either by mail or phone, wherever deemed necessary, if this has not been done by the employing department.
	16.	Establish appropriate salary and starting date with supervisor.
	17.	Contact applicant and make job offer.
	18.	Set up applicant processing date.
Personnel Health	19.	If Hospital staff member, perform pre-employment physical if necessary.
Employment Section	20.	Process new staff member: a) Give staff member W-4 and minority identification forms to complete.

		b) Have staff member sign “Employee Oath”. c) Give staff member a short orientation. d) Give staff member time cards (if applicable). e) Give staff member United Fund pledge card and explain program. f) Give staff member an identification card. g) Give staff member copy of Personnel notice of their appointment.
	21.	Direct new staff member to Staff Benefits and Parking Operations Offices.
Staff Benefits Office	22.	Describe benefit plans and process benefit plan enrollment.
Parking Operations	23.	Issue parking permits upon request.
New Staff Member	24.	Report to work.
Employment Section	25.	Send employment notice, completed W-4 form, faculty-staff address and application material to Staff Records section for processing.
Staff Records	26.	Separate employment notice and send copies to Employing Department, Payroll, Staff Benefits, and Data Systems.
	27.	Prepare Personnel folder incorporating application material and employment notice.