

**OVPB Inclusive Hiring Process Guidance**  
 Prior to beginning the process outlined below, please ensure that the proper budget and leadership approvals for creating a new position / filling an open position have been received.

**Competency Selection / Job Description / Sourcing**

**Competency Selection** (Resource: Competencies and Interview Questions document)

When assessing the position to be filled, please use the Behavioral Competencies document to select the appropriate competencies that a successful candidate should possess

Competencies are skills and behaviors that can be observed/measured, contribute to workplace effectiveness and are criteria identified for success in the role.

**Detailed Job Description\*** (Resource: <https://datapeople.io/>)

Within unit and/or with OVPB HR assistance, choose desired job classification (Resource: U-M Career Navigator - <http://careernavigator.umjobs.org/>)

Provide % breakdown of job functions (split % higher than 30% into more detail)

Job functions/responsibilities should be summarized, and postings should include sections that split qualifications into categories of required and desired

Feel free to use DataPeople to craft and/or further refine job description/posting prior to submitting to OVPB HR for review

If the DataPeople version for posting differs from the comprehensive position description of record, please submit both versions to OVPB HR to ensure accurate review.

You may contact OVPB HR for assistance with crafting job descriptions and/or choosing the appropriate job classification.

**Sourcing - Diverse Applicant Pool** (Resource: Sourcing document)

Proactively seek a diverse applicant pool and review and discuss possible real-time changes to promote chances for most diverse pool possible

Advertise opportunities to affinity groups and share with potentially relevant centers / institutes / departments

**Search Committee / Hiring Team Selection**

**Member Selection**

All search committee / hiring team members must complete online or in-person Unconscious Bias in Recruiting and Hiring training (Resource: <https://hr.umich.edu/working-u-m/professional-development/courses/unconscious-bias-recruiting-hiring>) provided by OL (offered within OVPB by request)

Strive to create a diverse search committee / hiring team (consider asking for members from other university and/or OVPB units [as appropriate] or contacting OVPB DEI for help with identifying potential members)

Search Committee / hiring team members should be available to participate in the entire process, ensuring a fair and equitable experience for candidates, and an equally fair and equitable assessment of candidates

**Kick-off Meeting**

Committee chair / hiring manager facilitates member introductions (if appropriate) and provides an overview of the search process, including the primary job functions of the position and the projected selection process timeline

Search process documents are reviewed (resume screen document, interview questions document and assessment worksheet), and answers to any immediate process-related questions

Selected competency/attribute categories should be agreed upon by the search committee / hiring team prior to the conclusion of the kick-off meeting

Plan a timeline: Walk through the expected time commitment and get agreement on a timeline and its associated milestones

**Job Application Materials Review**

**Resume Screening\*** (Resource: 1st Pass Resume Screener and Resume Screen - Template)

Job application materials submitted by applicants should be reviewed by the each member of the search committee / hiring team

Materials should be assessed based on the core competencies set forth in the Resume Screen document

**NOTE:** RIF candidates who meet the minimum required job qualifications must be interviewed. If a RIF candidate does not meet the minimum required job qualifications, written justification/support must be provided to OVPB HR

When possible all assessments should be submitted prior to the scheduling of any initial screening or interview

**Interview Question Selection**

**Job Competencies / Candidate Attributes** (Resource: Competencies and Interview Questions document)

At least one question from each competency category should be selected for use during the interview process (length of interview and complexity of job functions should guide question selection)

Competencies may be different for each round of interviews, however, each round should consist of the same set of questions.

**Interview Questions\*** (Resource: Initial/Phone Screening - Template / Panel Interview - Template)

Process should be followed for phone and in-person / virtual interviews (questions for each should be different)

All questions should be compiled into one document and shared with the search committee / hiring team for review prior to the first interview of the process

**Interview Process / Debrief**

All candidates should be asked the same set of questions (prompts for details and follow up questions will likely differ), preferably in the same order to increase likelihood of an equitable candidate experience.

**Guiding principles for interviews:**

Take copious notes during the interview, focusing on gaps or highlights that may help you best assess the candidate:

Of the critical/necessary skills observed during the interview (and reviewed in the application materials), can the candidate perform 80% of the job functions on Day 1?

Are the core aspects of what is needed present? If not, did you hear from the candidate a willingness to grow/learn?

Base your reflections on facts (not feelings) and use the responses provided by candidates rather than making assumptions/leaps (clarifying questions should be asked to prevent 'filling in the blanks')

Consider the way in which the candidate might get work done in your environment and whether the behaviors / management style will be effective in the position

**Debrief considerations**

Focus on any information gaps you have in your notes and address major areas of concern

Name your bias if it is affecting your view of the candidate so the team can help 'check' that bias and/or other assumptions

During interview debrief, keep candidates in their 'bubble' of responses; comparison across all applicants interviewed comes later

**Assessment / Final Review**

**Candidate Assessment\*** (Resource: Interview Assessment - Template)

Each interviewer should complete their own assessment

Refrain from sharing scoring to avoid bias and power dynamics

Summary / Comments must be provided in the allotted space for each candidate.

**Considerations before making recommendations**

Knowledge, skills and abilities needed on Day 1 vs what we can train for?

Does the candidate display behaviors of success that mitigate concerns in areas where growth/development will be necessary?

Does the candidate meet or exceed expectations of all job competencies and candidate attributes deemed necessary for the position?

**Final Review Meeting**

Selection committee / hiring teams should meet to discuss candidate assessment data and come to an agreement on recommended candidate(s)

Recommended candidate(s) will move on to final 1:1 interview (if appropriate), and when final decision is made, a request for the job offer phase should be sent to OVPB HR.

**Additional Resources:**

Resource: <https://hr.umich.edu/working-u-m/management-administration/recruiting-employment/resources-hiring-departments>  
 Resource: <https://research.umich.edu/research-at-michigan/managing-internal-nomination-and-peer-review-processes-to-reduce-bias/>