



STAFF HIRING PROCESS

INTRODUCTION

This resource should be used by all hiring supervisors and committees involved in filling **staff** vacancies at the university. The hiring process documented in this handbook outlines specific employment policies/procedures that must be followed in order to advertise, interview and hire a new staff member.

Questions regarding the university's **staff** hiring process as outlined in this document should be directed to Human Resources/Employment Services, 109 Rowe Hall (774-2010).

Questions regarding the hiring process for **senior officers** can also be addressed to Human Resources/Employment Services (HR) or the Office of Civil Rights and Institutional Equity (OCRIE). Additional information related to the hiring process for senior officers is outlined in the [Senior Officer Search and Selection Procedures](#).

Questions regarding the hiring process for **faculty** should be addressed to Faculty Personnel Services, 308 Warriner Hall (774-3368).

Central Michigan University affirms its continued commitment to equal employment opportunity and non-discrimination in all of its hiring practices. Experience has shown that conducting an expansive, inclusive search improves the quality of applicant pools and strengthens the excellence of the university's faculty and staff.

The university recognizes that it must develop and implement specific hiring practices and procedures to assure equal employment opportunity and non-discriminatory hiring practices as contained in a separate document titled [Non-Discrimination Policy](#).

CMU is an Equal Opportunity Employer. CMU does not discriminate against persons based on age, color, disability, ethnicity, familial status, gender, gender expression, gender identity, genetic information, height, marital status, national origin, political persuasion, pregnancy, childbirth or related medical conditions, race, religion, sex, sex-based stereotypes, sexual orientation, transgender status, veteran status, or weight.

Central Michigan University provides individuals with disabilities reasonable accommodations to participate in university activities, programs, and services. Questions and comments related to the [work accommodation process](#) for staff and student employees should be referred to the Director of Employment Services, 774-2010.

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STAFF HIRING PROCESS

EQUAL OPPORTUNITY & NON-DISCRIMINATION

The university's Human Resources (HR) department is charged with monitoring a hiring department's search activities for staff to assure equal opportunity and non-discriminatory hiring practices (see [Non-Discrimination Policy](#)).

The following procedure is required for posting and filling all **regular and provisional** (defined below) staff positions. This process is documented to assist hiring managers in completing a successful search. Questions concerning this procedure should be directed to Human Resources (Employment Services) at 774-2010.

A hiring manager may choose to conduct an internal search (as defined below); however, all procedures outlined in this document, except those specifically noted otherwise, still apply to internal searches.

These procedures do not apply to interim appointments or when it is necessary to temporarily reassign duties to current employees.

POSITION CREATION

Prior to posting a position, it must be determined if a budgeted position already exists or needs to be created. To create a new position, the initiator must submit the request using the personnel transaction system on [Human Resources' website](#).

In order to verify funding, the hiring manager submits the request electronically to Financial Planning and Budgets (FPB) as the first step. After funding is confirmed by FPB, the position creation requires electronic approval of the senior manager (senior officers and directors who report directly to a division head), vice president and president before it is submitted to Human Resources to assign an employee group, classification and level (if appropriate).

Human Resources will work closely with the hiring manager to develop the job description prior to setting the classification/level. The hiring manager should make sure the essential functions of the job are included as part of the job responsibilities.

Prior to initiating the posting, HR will share the position control number with the hiring manager once the classification/level is finalized and the position is created by FPB.

PROVISIONAL POSITION

A **provisional position** is a full-time or part-time benefit-eligible position created for a specific timeframe and filled after conducting a search. Provisional positions are typically created for at least one academic year and may remain provisional for a maximum of five (5) years before the position has to either be eliminated or converted to a regular position, unless the position is grant funded.

CONDITIONAL APPOINTMENT

A conditional appointment is the temporary placement of an individual into a non-union benefit-eligible position without a search, typically while a search is being conducted to fill the position in accordance with CMU policies. A conditional appointment may be discontinued at any time with two weeks' notice to the employee.

Prior to placing an individual into a position on a conditional basis, written justification must be approved by the Senior Manager, Human Resources, and the Office of Civil Rights and Institutional Equity (OCRIE). The length of the appointment shall not exceed 3 years.

Multiple individuals cannot be consecutively placed into the same position beyond a total of 3 years, nor can a conditional appointment convert to regular status without the department conducting a search in accordance with CMU policies.

INTERNAL SEARCH

Offering career opportunities internally enhances CMU's ability to retain quality employees.

With the approval of Human Resources, a hiring manager may choose to conduct an internal search in lieu of conducting an external search. By promoting from within, the resulting vacancy will likely be posted and filled through an external search. All procedures outlined in this document, unless noted otherwise, also apply to internal searches.

The definition of an internal candidate for the purposes of recruitment refers to a current employee who was hired into a benefit-eligible position through an external search. Therefore, internal candidates exclude temporary staff, students, independent contractors, graduate assistants, conditional employees, and some temporary faculty.

POSTING A POSITION

Once a hiring manager is ready to begin the process of filling a regular or provisional position, they must obtain the approval of the senior manager and the Position Review Committee before the position can be posted.

While waiting for approval, a posting may be created in the applicant tracking system, which alerts HR to begin working with the hiring manager on the recruitment process.

A [guide](#) related to posting a position is on [Human Resources' website](#).

SEARCH COMMITTEE

A search committee is not required but may be recommended for filling certain positions; however, a minimum of two people must be involved in the interview process. A committee member who is trained in the hiring process should be assigned as the chair. The chair will work with Human Resources to ensure compliance related to the hiring process.

Before assigning any committee member, the chair should clearly establish that each committee member is prepared to devote adequate time throughout the search process. The chair should must also ensure that no committee member has a conflict of interest, so applicants can be evaluated fairly and without bias.

CONFIDENTIALITY

Confidentiality is critical throughout and after the search process. Confidentiality of the names of applicants and information obtained about them, and their current employer, is necessary to avoid putting their current employment in jeopardy, and to protect CMU's integrity. Confidentiality should also be maintained after a position is filled. Discussions or comments about applicants or the search process should not be shared with individuals outside of the search committee.

ADVERTISING

HR will work with the hiring manager to determine advertising sources and place advertisements for staff positions. If applicable, HR will communicate advertisement deadlines when working with the supervisor to post the position.

All staff [job opportunities](#) are automatically posted on CMU's website. For external searches, job opportunities will automatically be advertised with several resources including Michigan Talent Connect (previously Michigan Works), HigherEdJobs.com, HERC, LinkedIn, Academic Careers, and the Isabella County Veteran's Office.

Departments will be charged a nominal fee of \$150 per posting to cover the cost of standard advertising. Postings include the following information:

- Title of Position
- Department
- Employee Group and Pay Level (if applicable)
- General Statement of Duties
- Required Qualifications
- Preferred Qualifications
- Job Duties/Responsibilities
- Salary Range
- At-Will Status (if applicable)
- Application Deadline Date or Best Consideration Date
- EO Statement

To reduce costs, a condensed version of the advertisement may be used in paid advertising but will refer all applicants to the job opportunities website, www.jobs.cmich.edu, which includes all the details of the vacancy. The EO statement must be included in all paid advertising.

Departments are responsible for advertising expenses. JobElephant (advertising agency) or Human Resources will invoice departments for the cost of advertising.

RECEIPT OF RESUMES

Applicants must apply online at www.jobs.cmich.edu; however, accommodation may be made for individuals with disabilities. The electronic process eliminates the manual logging of resumes and allows hiring managers to begin screening resumes as soon as an applicant applies for a position. The applicant tracking system automatically provides confirmation each time an applicant applies to a position.

SCREENING APPLICANTS

The hiring manager/search committee is responsible for reviewing and screening all resumes. All applicants who submit the appropriate application materials and meet the required qualification must be considered. The screening process should begin by comparing each applicant's qualifications with the required qualifications listed in the posting and included in the job description.

HR will include supplemental questions on the posting that will allow the system to assist in **automatically** screening out applicants who do not meet the required qualifications.

INTERNET SEARCH

Hiring managers/search committees may conduct an internet search to assist with the screening process, provided the process is consistently applied to all applicants under consideration. If information is found that will negatively impact the candidacy of an applicant, hiring managers must contact Human Resources.

VISA SPONSORSHIP

It is permissible to ask candidates if they are legally eligible to work in the U.S. and whether or not they require any type of visa sponsorship. If a candidate has a temporary visa and requires [visa sponsorship](#), it is important to contact HR immediately. Human Resources and the office of Global Engagement will assist the hiring manager with the university's responsibility.

APPROVAL TO INTERVIEW

Prior to conducting any interview, the approval of HR is required. The hiring manager or search chair must change the status of each applicant in the system from "under review" to a status that is related to the applicant's candidacy for the position, this process includes identifying the candidates selected for "interview". It is recommended that the department interview at least the top three (3) candidates to assist in ensuring equal opportunity. After the status of each applicant is updated, the position can be electronically submitted to HR for approval.

INTERVIEW QUESTIONS

The interview questions must also be uploaded to "Posting Documents" within the system prior to submitting the candidates for interview approval. HR will review/approve the interview questions and ensure that selected candidates meet required qualifications prior to approving interviews.

INTERVIEWING CANDIDATES

The goal of the interview process is to present a realistic description of the position, gather job related information from candidates to assist in making a hiring decision, and promote a positive image of the university. It is important to discuss the mission statement, opportunities for career growth, and benefits offered by the university. It is important to realize that candidates are assessing CMU at the same time as they are being assessed for the position.

Putting the candidate at ease creates the opportunity for a more accurate assessment of the candidate. Candidates should do most of the talking. Asking open-ended questions allows the hiring authority or committee to gather more meaningful information. Document the applicant's answers to questions that are asked, make sure to document facts, not opinions.

To ensure that non-discriminatory interviews are conducted, ask the same **job-related** questions and require the same standards of all applicants. This does not preclude asking follow-up questions or asking candidates to clarify answers or to elaborate on their application materials.

Interview questions related to areas such as race, gender, religion, age, disability, marital status are not job-related and are **not allowed** when interviewing candidates for positions, see [Unlawful Pre-Employment Inquiries](#).

The hiring manager/search chair should caution everyone who meets with candidates in a business or social context to avoid asking personal questions that are not job-related. All time spent with candidates is considered part of the interview (i.e. meals, airport, car).

For all positions that have supervisory responsibilities, hiring managers are required to ask what leadership standard represents their greatest strength, as it relates to [CMU's Leadership Standards](#).

RECORDING INTERVIEWS

It is not permissible to record interviews. If search committee members are not available for certain interviews, they will need to rely on the feedback of their colleagues related to those candidates.

INTERVIEWING CANDIDATES WITH DISABILITIES

Accommodation for the interview process may be requested by a candidate. Employers cannot ask about any disability before or during the interview process. If a candidate reveals a disability, it is acceptable to ask whether or not the individual can perform the essential functions of the job with or without reasonable accommodation.

Avoid making assumptions; a candidate may tell or show you how they can perform the functions that are necessary. Use regular interviewing techniques as much as possible. Be consistent and ensure that the candidate has a pleasant interview experience.

REFERENCE CHECKS

Checking references is essential in making the best selection decision. Reference checks are required on the finalist prior to any job offer, but the hiring manager/search chair may choose to check references on all finalists to assist in making a hiring decision.

Although applicants may submit written references, **a minimum of three contacts is strongly recommended.** One of the references should be a current or past supervisor, since that person is in the best position to address work performance.

As a professional courtesy, the hiring manager/search chair should inform candidates prior to checking any references in order to avoid jeopardizing the candidate's current employment. Hiring managers/search chairs are also encouraged to check "off-the-list" references. Candidates should be informed of this practice at the same time they are informed that references will be checked.

The hiring manager/search committee should honor all requests from candidates to refrain from checking references until a candidate becomes the finalist. If the finalist refuses to allow contact with a potential reference that is deemed important, such as the immediate supervisor, the finalist should be informed that this refusal limits the ability to fully evaluate their past performance and they may not be given full consideration.

The person contacted for a reference should have first-hand knowledge of the candidate's work performance. Be sure to give a brief description of the position responsibilities to the person giving the reference. In order to ensure consistency, ask the same job-related reference check questions of each reference.

The person giving a reference may require a signed release prior to releasing any information. The last page of the electronic application includes a release along with the applicant's electronic signature and may be provided to the person giving a reference.

Notes of reference conversations should only be shared with committee members and Human Resources. Any information provided or obtained that is not job related should be disregarded and not shared. The hiring manager is responsible for maintaining all reference check information for a minimum of three years.

In addition to checking with a current or previous supervisor, when a candidate who previously worked at CMU is being considered for rehire, hiring managers must also check a reference with a previous CMU supervisor or request to review the candidate's personnel file.

It is also recommended that reference checks be conducted on **internal candidates** or hiring manager review the employee's personnel file. This process may not be necessary if the hiring manager has first-hand knowledge of the employee's job performance.

As part of the hiring justification, the hiring manager will be required to document who was contacted for reference and their relationship to the candidate. Supervisors should ask references if there were any instances of inappropriate behavior or violence. The consequences of failure to discover information about an employee can be significant.

CRIMINAL HISTORY CHECKS

The university conducts criminal history checks on all new staff employees, including employees who transfer to new positions and temporary employees.

Job offers are contingent upon a criminal history check. All criminal history checks for staff are to be handled through Human Resources. The cost for criminal history checks is typically covered by the \$150 advertising fee.

SELECTION APPROVAL (Prior to job offer)

Once a finalist has been identified, the hiring manager must attach the Hiring Justification to "Documents" within the electronic system. The justification must include the names and titles of individuals who were part of the selection process, the names of the candidates interviewed, the justification for each candidate who was interviewed and not hired, and the justification for choosing the finalist. The reason for selection must be specific and job related.

The names of at least three individuals who were contacted as a reference along with their relationship to the candidate must also be included as part of the justification.

No employment or salary offer is to be discussed with the selected candidate until the senior manager and Human Resources approve the candidate for hire. Human Resources will notify the hiring manager when a contingent job offer can be made.

SALARY CALCULATION (Prior to job offer)

Human Resources will conduct a salary calculation on the recommended candidate and authorize a salary range for the new hire prior to the job offer, consistent with CMU's Compensation Philosophy. Factors that determine salaries include the applicant's credentials, external market, comparison of current staff salaries with similar duties and responsibilities and other factors such as applicable collective bargaining agreements, laws, and university policies.

HR and Senior Management share the responsibility of assuring that the University adheres to equitable pay practices. If a proposed starting salary causes inequities, the hiring manager needs to address how the inequities will be resolved prior to the approval of the new salary. If there is a disagreement between the department and HR, the parties will work with the appropriate Vice President. If the matter is not resolved at that level, the Vice President for Finance and Administrative Services has the authority to resolve the matter.

BENEFITS

A summary of benefits can be found on [Human Resource's website](#). Benefits are standard and no one has the authority to offer benefits outside those outlined in the various handbooks/contracts.

EMPLOYMENT OFFER

After Human Resources approves the selected candidate and a salary is agreed upon with the hiring manager, the hiring manager may make a **contingent** job offer to the finalist. Employment is contingent upon successful completion of a criminal history check and for some positions, an employment physical exam; see section on **General Employment Policies/Practices**.

It is recommended that the hiring manager communicate expectations with the selected candidate along with sharing the work schedule of the employee. Other information such as benefits, probationary period, and any cost that may be incurred (parking permits) should also be discussed with the final candidate.

Due to the holidays and the extended December break, departments are encouraged to use discretion when determining whether or not it is necessary to fill a position between November 16th and January 1st.

If the selected candidate accepts the contingent offer, the hiring manager must notify Human Resources and complete the "Hiring Proposal" in the electronic system. **The start date cannot be retroactive and cannot be sooner than 3 business days after the background check clears.**

If the selected applicant declines the position, several options exist.

- The hiring manager may offer the position to the second choice candidate; however, Human Resources must be contacted for approval before an employment offer can be made to another interviewed applicant. If approved, a new salary calculation will be completed.
- The committee may decide to interview applicants from the recruitment pool who were not initially interviewed.
- The search may be cancelled and a new search initiated.

Human Resources must be notified once it is determined how the hiring manager would like to proceed.

At this stage, the hiring process is typically complete; although, the hiring manager/search committee may have additional responsibilities as outlined in the following sections of this handbook.

APPOINTMENT LETTER

Human Resources will automatically send an official appointment letter to the new employee. The appointment letter must be approved and signed by the Director/Employment & Compensation who has contracting authority to authorize employment transactions for staff.

The appointment letter will outline such information as the start date, title, pay level, pay rate, probationary period and other related information. In rare circumstances, hiring managers may work with Human Resources to modify the appointment letter and include additional information as necessary.

NOTIFICATION TO UNSUCCESSFUL CANDIDATES

Hiring Managers should make sure that the electronic application system is updated and reflects that the candidate has accepted the position. **After a contingent offer is accepted and the criminal history check is conducted, the hiring manager or search chair should call all individuals who were interviewed but not selected and inform them that the position has been filled.** Failure to do so reflects poorly on CMU and the department. For all other applicants, an electronic notification will be sent notifying them that the position has been filled and thanking them for their interest in employment with CMU. The status of the position will be updated on the job opportunities website to reflect that the position has been filled.

RECORD RETENTION

Application materials for all applicants, a copy of the interview questions, and the hiring justification on all staff positions are stored electronically within the applicant tracking system for three (3) years. Hiring committee notes and related documents **must be securely shredded**.

Hiring managers are required to keep reference check documentation for a period of at least three (3) years. If the hiring manager has to defend the selection process, documentation stored in the applicant tracking system can be referenced at a later date.

FIRST DAY OF EMPLOYMENT

In order to comply with federal law, every new staff member **must** report to Human Resources in Rowe 109 on or before their first date of employment to complete the [Employment Eligibility Form](#) (I-9). In addition, a New Employee Welcome Session will be scheduled for the new employee on their first day.

Where the I-9 may need to be completed for off-campus employees, Human Resources will work with the hiring manager to identify an authorizing agent that can complete the I-9 for the university.

New employees must also complete additional onboarding documents, including tax forms and the university oath.

GENERAL EMPLOYMENT POLICIES/PRACTICES

AT-WILL POSITIONS

All Senior Officer positions are at-will and serve at the discretion of the president. There are a few filled P&A positions that are designated as “at-will”, meaning they serve at the discretion of their supervisor and may be terminated at any time, with or without cause. The at-will employment status, if applicable, would have been noted in the job posting and included in the employee’s appointment letter. As P&A positions become vacant, they will no longer be posted or filled as at-will.

DUAL EMPLOYMENT

Employees may hold simultaneous part-time positions in the **same** employee groups as long as the total FTE is not more than 1.0. However, simultaneous employment in **different** employee groups is not permitted. This does not include exempt staff who may be approved to teach or additional temporary appointments.

FLEXIBLE WORKSITE AGREEMENTS

In rare situations, it may be necessary for employees to work out of their home on a regular basis. In these cases, the department must work with Human Resources prior to the work being performed to establish a [Flexible Worksite Agreement](#). Employees cannot have an **out-of-state** flexible worksite agreement. The agreement covers the terms of the arrangement and the liability of the employee and the university.

INDEPENDENT CONTRACTORS

The hiring process outlined in this handbook does not apply to independent contractors. All requests to hire an independent contractor **must** be reviewed by Human Resources prior to issuing any contract and before any work is performed.

Human Resources has the responsibility to ensure that the individual meets IRS guidelines to be classified as an independent contractor and not an employee. See the [Independent Contractor Policy](#) for procedures related to engaging in the services of an independent contractor.

MOVING EXPENSES

All new employees hired into benefit-eligible positions may be eligible for a taxable reimbursement of moving expenses. Moving expenses are subject to a maximum amount which is outlined in the [Moving Expense Policy](#) and varies based on salary of the new employee. The amount of allowable moving expenses must be approved upon during employment negotiations with the employee and prior to the expense being incurred.

The hiring manager is responsible for making sure the Senior Manager is in agreement with offering moving expenses. The agreed upon dollar amount for moving expenses will be stated in the appointment letter issued by Human Resources.

NEPOTISM (FAMILY EMPLOYMENT) POLICY

[University policy](#) does not permit employment of an individual in an area where an employee has direct control over an “immediate family member’s” supervision, salary or promotion. **No matter how far removed** from the line of supervision (includes students).

ORIENTATION

All new employees will be scheduled for a New Hire Welcome with Human Resources. **However, it is important that the hiring manager orient the new employee to the department and the specifics of the job.** Training a new employee should be one of the hiring manager’s top priorities. Benefits & Wellness will contact each new hire with instructions for benefit enrollment.

PRE-EMPLOYMENT PHYSICALS

Pre-Employment physicals are conducted for all service maintenance positions (including temporary employees) and all police positions. Pre-Employment physicals are conducted after a contingent job offer is made and before the employee begins work. The department will schedule the physical and confirm eligibility for employment. The cost of physicals is charged to the department.

REPOSTING A POSITION

If a P&A employee terminates employment within a year of the position being posted, a department may have the option to go back to the original pool of applicants and not repost the vacancy. All other vacancies must be reposted unless otherwise agreed upon with the respective union. The department must work with Human Resources to determine if using the original pool of applicants is a viable option.

SEARCH FIRM

Search firms are sometimes utilized to broaden the scope of the search and assist in identifying a stronger pool of applicants. The university does not require that a search firm be used for filling any particular position, although search firms are more commonly used for Senior Officer positions and unique or difficult to fill positions. The decision to use a search firm must be approved by the President, Provost or a Vice President. A list of pre-approved firms is available in the [search firm policy](#). A request for proposal (RFP) must be conducted to use a search firm not on the pre-approved list.

SEARCH WAIVER

Exceptions to CMU's standard hiring process described in this document are allowed in rare circumstances. All collective bargaining positions must be posted. For Professional & Administrative (P&A) and Senior Officer (SO) positions, [requests to waive the search process](#) and place someone in a position without a search must be submitted to the Director/Employment and Compensation. The Director will make a recommendation to the Office of Civil Rights and Institutional Equity (OCRIE), who authorizes **all** search waivers.

SUPPLEMENTAL ASSIGNMENTS

A staff member may be appointed or assigned additional duties outside their primary job. [Supplemental assignment pay](#) is used to compensate employees for work in addition to their primary job. The supplemental assignment should not negatively impact the performance of the employee in their primary assignment. Senior Officers are typically not eligible for supplemental assignments outside their normal responsibilities. No employee shall be assigned or appointed to duties for which they are not qualified.

TERMINATION OF EMPLOYMENT

When an employee separates employment with the university, **the department must submit a personnel transaction notifying Human Resources.** This should be completed as soon as the supervisor is notified of the resignation.

A [Staff Separation Checklist](#) also should be filled out and returned to HR. The checklist assists supervisors by outlining topics that should be discussed, reminds both the employee and supervisor of property to be returned, and guides the supervisor as to what information must be forwarded to HR.

HIRING A TEMPORARY EMPLOYEE

In order to comply with the Office of Federal Contract Compliance Programs (OFCCP) job posting requirements, all temporary employees must apply to the appropriate temporary posting; unless the assignment duration is 3 days or less. All postings are available on the CMU applicant portal (<https://www.jobs.cmich.edu/>) under Temporary Staff. If your job opening does not fall within any of the posted positions Human Resources is happy to tailor a posting to your needs. Most postings will remain open year-round so applicants can apply at any time.

Temporary employees may be hired for 6 months up to 3 years depending on the collective bargaining agreement/handbook. Temporary employees have no guarantee of continued employment or reappointment. Both the employee and the University are free to terminate the relationship with or without notice, with or without prior warning or discipline, with or without cause.

In recognizing the immediate need that departments typically have when hiring a temporary employee and taking into consideration that temporary appointments are filled for a limited time, Human Resources does not require a temporary employee to meet the required qualifications of the position related to their temporary assignment. Therefore, temporary employees have no guarantee of qualifying for the position when it is posted for recruitment.

Temporary employees do not qualify for benefits or paid time off; however, temporary employees may be eligible for a retirement contribution if they previously worked at CMU or another state university in the MPSERS retirement plan.

In order to hire a temporary employee, **the department should verify the individual has applied online**, if necessary, and then **must** complete an electronic personnel transaction **before** the employee begins work to ensure that CMU is in compliance with all legal requirements. Ideally, this should be submitted 5 business days prior to the employee's start date to give Human Resources sufficient processing time. Human Resources will conduct a criminal history check on all temporary employees. Authorization to conduct a criminal history check is typically obtained through

the application process. If it is not, the temporary employee will be asked to complete an Employment Verification form. Any costs associated with the criminal history check will be charged to the hiring department.

Human Resources can assist the department in determining an hourly rate for temporary employees. In addition to the cost associated with wages and possible retirement contributions, the department will also be responsible for covering the costs associated with FICA (7.65%). As of February 21, 2025, temporary employees are also eligible for sick time under the [Michigan's Earned Sick Time Act](#).

On or before the temporary employee's first day of work, they **must** report to Human Resources in Rowe 109 to complete the Employment Eligibility Form (I-9) as required by law and other appropriate temporary paperwork (tax forms, university oath, etc.). The new hire will be asked to show acceptable documents to prove employment eligibility (most common are driver's license & social security card or birth certificate or passport).

When an I-9 needs to be completed for off-campus temporary employees, Human Resources will work with the hiring manager to identify an authorized agent that can complete the I-9 for the university. The completed [forms](#) must be returned to Human Resources (**fax a copy and then mail the originals**) on or before the first day of work along with a copy of the employee's documents used for employment eligibility.

Temporary appointments are restricted to 50 hours per pay-period during the academic year and 80 hours per pay-period during the summer.

If a department has a need for a temporary employee to work more than 50 hours per pay-period, they may hire the individual through Manpower. Please contact Human Resources for more details.

LAWS ASSOCIATED WITH THE HIRING PROCESS

STATE AND FEDERAL LAWS AND REGULATIONS

Central Michigan University must comply with federal and state laws and regulations that prohibit discrimination in employment and ensure equal employment opportunity.

These laws and regulations, along with the [CMU Board of Trustees' Policy on Non-Discrimination](#) serve as the basis for the university's hiring policies and practices. Some of these federal and state laws related to employment are listed below.

VETERANS' READJUSTMENT ASSISTANCE ACT

This Act prohibits discrimination in employing Vietnam Era veterans and veterans with disabilities. It requires that an institution make affirmative efforts to recruit, employ and advance Vietnam-era veterans and veterans with disabilities.

REHABILITATION ACT

The Rehabilitation Act requires institutions that receive federal funds to take affirmative action to employ and advance in employment qualified individuals with disabilities.

EQUAL OPPORTUNITY

TITLE VII OF THE CIVIL RIGHTS ACT

Title VII, as amended and expanded by the **Equal Employment Opportunity Act of 1972** and the **Civil Rights Act of 1991**, prohibits employers, unions and employment agencies from discriminating in employment on the basis of race, color, religion, national origin and gender. Title VII also prohibits discrimination because of pregnancy, childbirth or related conditions.

Employers are prohibited from illegal discrimination in hiring, firing, compensation or any terms, conditions or privileges of employer; nor can limit, segregate or classify employees or applicants by race, color, religion, gender, pregnancy or national origin in any way that would adversely impact employment status. Apprenticeship and training programs are also covered by this Act.

ELLIOTT-LARSEN CIVIL RIGHTS ACT

This Act prohibits discrimination with respect to employment, compensation and the terms, conditions or privileges of employment, including hiring, recruiting or discharge, because of religion, race, color, national origin, age, sex, height, weight or marital status.

AGE DISCRIMINATION IN EMPLOYMENT ACT

The ADEA prohibits discrimination based on age for people 40 years of age or older. It is unlawful to ask applicants to provide information about age; however, an applicant may be asked whether they are at least 18 years of age, if age is a bonafide (genuine) occupational qualification or for the purpose of determining whether they are old enough to be lawfully hired for a particular job.

THE IMMIGRATION REFORM AND CONTROL ACT

The IRCA as amended by the **Immigration Act of 1990** Prohibits discrimination in employment based on national origin and citizenship status. Under IRCA's record-keeping requirements, all employers must examine documentation from all new employees to verify their citizenship status or right to work in the United States. Employers **must** use an I-9 Form to verify an employee's identity and employment eligibility. New employees **must** complete the I-9 on or before their first day of employment.

DISABILITY

THE MICHIGAN PERSONS WITH DISABILITIES CIVIL RIGHTS ACT

This Act prohibits discriminatory practices, policies, and customs in the exercise of those rights in employment for individuals with disabilities. An employer cannot fail or refuse to hire, recruit or promote a person because of a disability that is unrelated to the individual's ability to perform the essential duties of a particular job.

THE AMERICANS WITH DISABILITIES ACT

The ADA prohibits discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. Discrimination in employment against "qualified individuals with disabilities", qualified individuals who are perceived to have a disability, and/or qualified individuals based on their association with an individual who has a disability of prohibited. Employers are required to provide reasonable accommodation for qualified applicants or employees with disabilities, unless the accommodation causes an undue hardship.