

POLICIES AND PROCEDURE MANUAL

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| Chapter: | Human Resources | | |
| Title: | Employee Recruitment & Selection | | |
| Policy: <input type="checkbox"/> Procedure: <input checked="" type="checkbox"/> Page: 1 of 3 | Review Cycle: Biennial Author: Deputy Director | Adopted Date: 05.2016 Review Date: 07.01.2025 | Related Policies: Employee Compensation Personnel Manual |

Purpose:

This document outlines the Mid-State Health Network (MSHN) employee recruitment and selection process for external candidates, including interviews.

Procedure:

Posting/Recruiting:

- Chief Executive Officer (CEO) approves filling a vacant position or approves a newly created position.
- If a vacant position, the supervisor reviews the existing job description and interview questions, recommending any changes to their C-Level Supervisor. If this is a new position, a job description and interview questions specific to the position are developed.
- The C-Level Supervisor submits the job description and interview questions to the Deputy Director for approval.
 - Upon approval, the Deputy Director sends the final job description and interview questions to the Executive Support Specialist
- Executive Support Specialist saves job description to Box→MSHN→Administrative→Human Resources→ Job Descriptions using the following naming convention: *title* (e.g. Customer Service Specialist)
- Executive Support Specialist saves the interview questions to Box→MSHN→Administrative→Human Resources→ Interview Materials
- Executive Support Specialist creates a posting using the job description and posts positions with the CMH Association of Michigan (CMHAM), and any other applicable sources (e.g. Michigan Certification Board for Addiction Professionals (MCBAP) and the Deputy Director posts on MSHN's webpage.
 - Posting should direct applicants to send their resume to human.resources@midstatehealthnetwork.org via email and include a closing date.
 - If requested, the Deputy Director may also post the job description on Linked In or other sites as needed
- In consultation with the Deputy Director, supervisor selects the hiring committee (minimum of 2 people) and identifies a date for interviews.
- Executive Support Specialist sends an Outlook invite to the hiring committee. Once the position closes or enough qualified resumes have been received, the Executive Support Specialist screens the candidates.
- The screening sheet will only include "candidate A, B, C, etc." and will only include comparable information to the required and preferred qualifications indicating "met, not met and/or years' experience.
- Once complete the Executive Support Specialist sends the screening sheet to the supervisor for review.

- The supervisor selects top candidates to interview and notifies the Executive Support Specialist.
- Executive Support Specialist contacts the top candidates to schedule their interview, sending a confirmation email with date, time, location, and other necessary documents (e.g. employment application).
- At no point, shall hiring committee members directly communicate with the candidates prior to or after the interviews. This ensures a fair and open interview process for the candidates.
- Executive Support Specialist stores all application materials for those not selected, for a period not to exceed one year.
- Executive Support Specialist sends an email to each hiring committee member which contains the candidates resume, cover letter, completed application, and interview questions.

Interview/Selection:

- Review [Interview Committee Tips](#)
- After each interview, hiring committee members complete the scoring rubric.
- Finals scores are tallied and reviewed with the hiring committee along with discussion of each candidate.
- If the committee agrees that there is not a qualified candidate:
 - Repost the position, possibly expanding reach by utilizing other job boards,
 - Perform a skills assessment to gain additional information about the candidates' skills, and/or
 - Invite select candidates for a second interview to gain additional information about the candidate's skills.
- If the committee agrees upon a candidate:
 - Supervisor conducts reference checks using the [Professional Reference Questionnaire](#).
 - If no concerns arise during reference checks, the supervisor makes a recommendation to the Deputy Director.
- Deputy Director reviews the candidate qualifications and experience and recommends the salary scale and step.
- Deputy Director drafts an offer letter that includes salary level, grade and Paid Time Off (PTO) accrual rate and submits to the CEO for approval.
- CEO reviews and approves/denies and submits to the Deputy Director.
- Deputy Director contacts the candidate to discuss offer and sends the written offer letter to the preferred candidate.
 - Negotiations are managed by the Deputy Director and approved by the CEO.
 - Once a signed offer letter is received, refer to procedure, Employee Onboarding.
- Executive Support Specialist notifies the other candidates via email once an offer is accepted.
 - **Rejection notices should be general** and there is no requirement to provide information to a candidate as to why their application was unsuccessful. Avoid making any reference to their qualifications, skills assessment, or any specific descriptive details.
 - Some applicants may be insistent that an employer provide advice on how they may be more successful in the future – however, the alarm bells should be ringing in such a scenario because oftentimes, it's a tactic used by an unsuccessful candidate to obtain reasons why he or she was rejected. Providing information about why a candidate was not hired may lead to disagreement or criticism of the employer's decision. The best course of action is to avoid giving any feedback.

Applies to

- ☒ All Mid-State Health Network Staff
- ☐ Selected MSHN Staff, as follows:
- ☐ MSHN CMHSP Participants : ☐ Policy Only ☐ Policy and Procedure
- ☐ Other: Sub-contract Providers

Definitions

C-Level Supervisor: Departmental Chief

CEO: Chief Executive Officer

CMHAM: Community Mental Health Association of Michigan (formerly the Michigan Association of CMH Boards/MACMHB)

MCBAP: Michigan Certification Board for Addiction Professionals

MSHN: Mid-State Health Network

PTO: Personal Time Off

Other Related Materials

MSHN Procedure: Employee Compensation 2.0

MSHN Procedure: Employee Onboarding 2.0

MSHN Document: *Professional Reference Questionnaire*

MSHN Reference: *Interview Committee Tips*

MSHN Employment Application

References/Legal Authority

Equal Opportunity Employment Act

Change Log:

| <u>Date of Change</u> | <u>Description of Change</u> | <u>Responsible Party</u> |
|-----------------------|------------------------------|--------------------------|
| 05.2016 | New Procedure | Credentialing Specialist |
| 06.2017 | Annual Review | Deputy Director |
| 05.2018 | Annual Review | Deputy Director |
| 05.2019 | Annual Review | Deputy Director |
| 02.2021 | Biennial Review | Deputy Director |
| 02.2021 | Biennial Review | Deputy Director |
| 02.2023 | Biennial Review | Deputy Director |
| 03.2025 | Biennial Review | Deputy Director |