

Staffing Overview

Dawn Aziz, Associate Director, Organization & Employee Development
with Mary Earhart, Isabel Gutierrez, and Kimberly Saks-McManaway)

Agenda

- ▶ Introduction
- ▶ Client Services Roles & Key Interactions
- ▶ WSU Talent Management Model
- ▶ WSU Recruitment & Onboarding Process
 - ▶ Non-Academic (Mary Earhart)
 - ▶ Academic (Isabel Gutierrez and Kimberly Saks-McManaway)
- ▶ WSU Key Central Units & Support Resources
- ▶ Selling WSU



Session Objectives

As a result of this module, participants will be able to:

- ▶ Describe **the Role and Expectations of Client Services** as it pertains to staffing
- ▶ Reference **WSU's Talent Management model** as part of a strategic approach to recruitment and retention
- ▶ Understand **WSU's recruitment process** including key policies and procedures, collective bargaining agreement articles, and systems for academic and non-academic, represented and non-represented faculty and staff
- ▶ Contact appropriate **WSU central units** for support as needed



Why WSU?

Getting to Know Each Other &
WSU Points of Pride

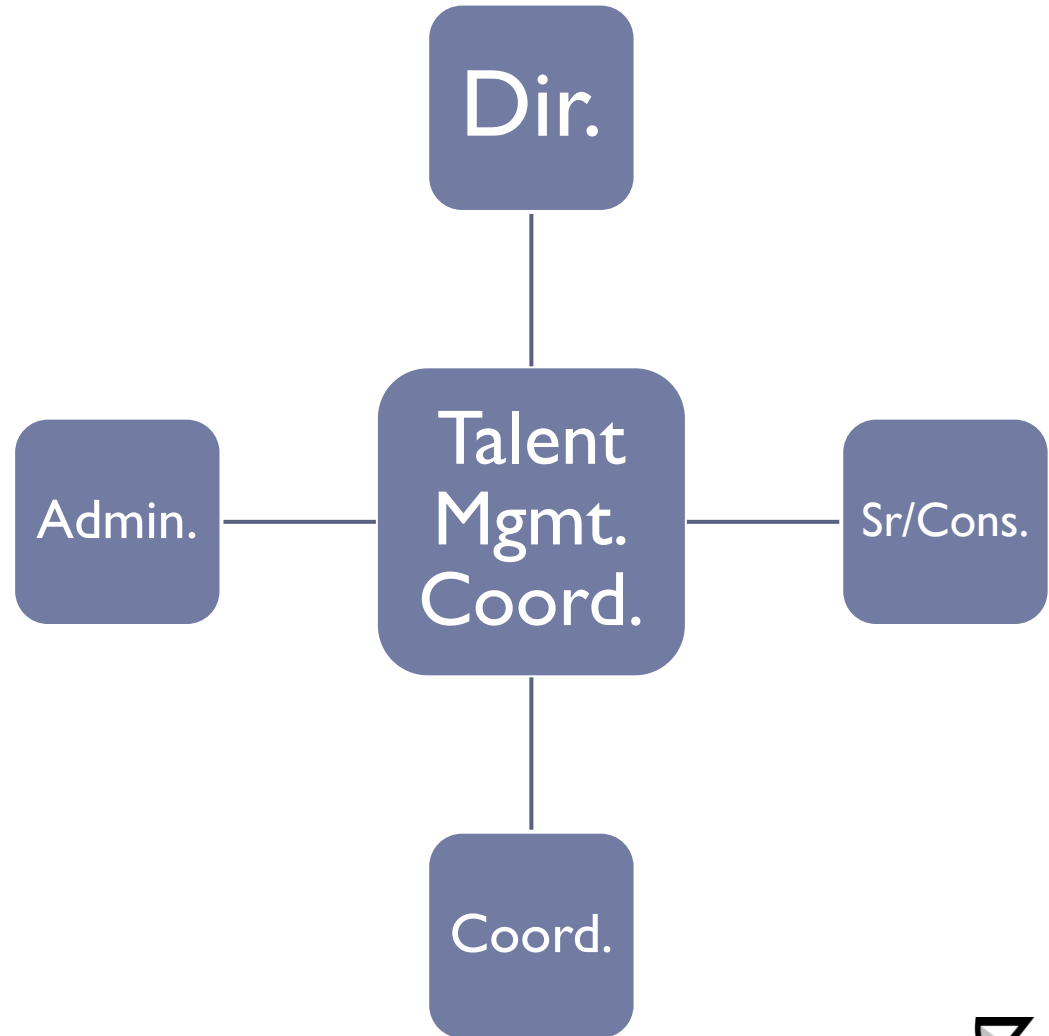
Client Services Roles & Key Interactions

Dawn Aziz,
Organization & Employee Development

Staffing Within the Regions

Interfaces:

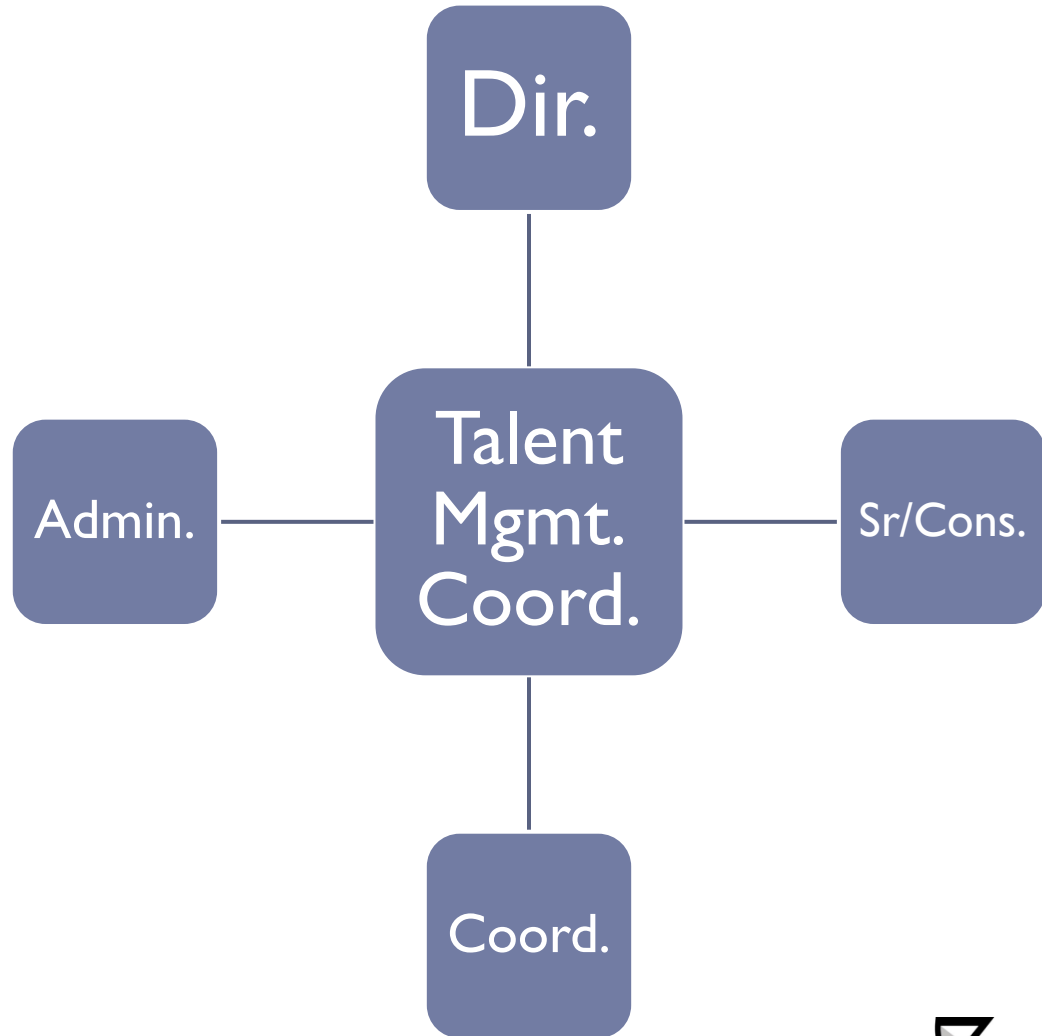
Dean/Exec Leader
BAO
Department
TCW
Academic Personnel
Labor Relations
OEO/OGC
OISS
Payroll
Purchasing



Non-Academic Staffing Within the Regions

Interfaces:

Dean/Exec Leader
BAO
Department
TCW
Labor Relations
OEO/OGC
OISS
Payroll
Purchasing



Academic Staffing Within the Regions

Interfaces:

Dean/Exec Leader

BAO

Department

TCW

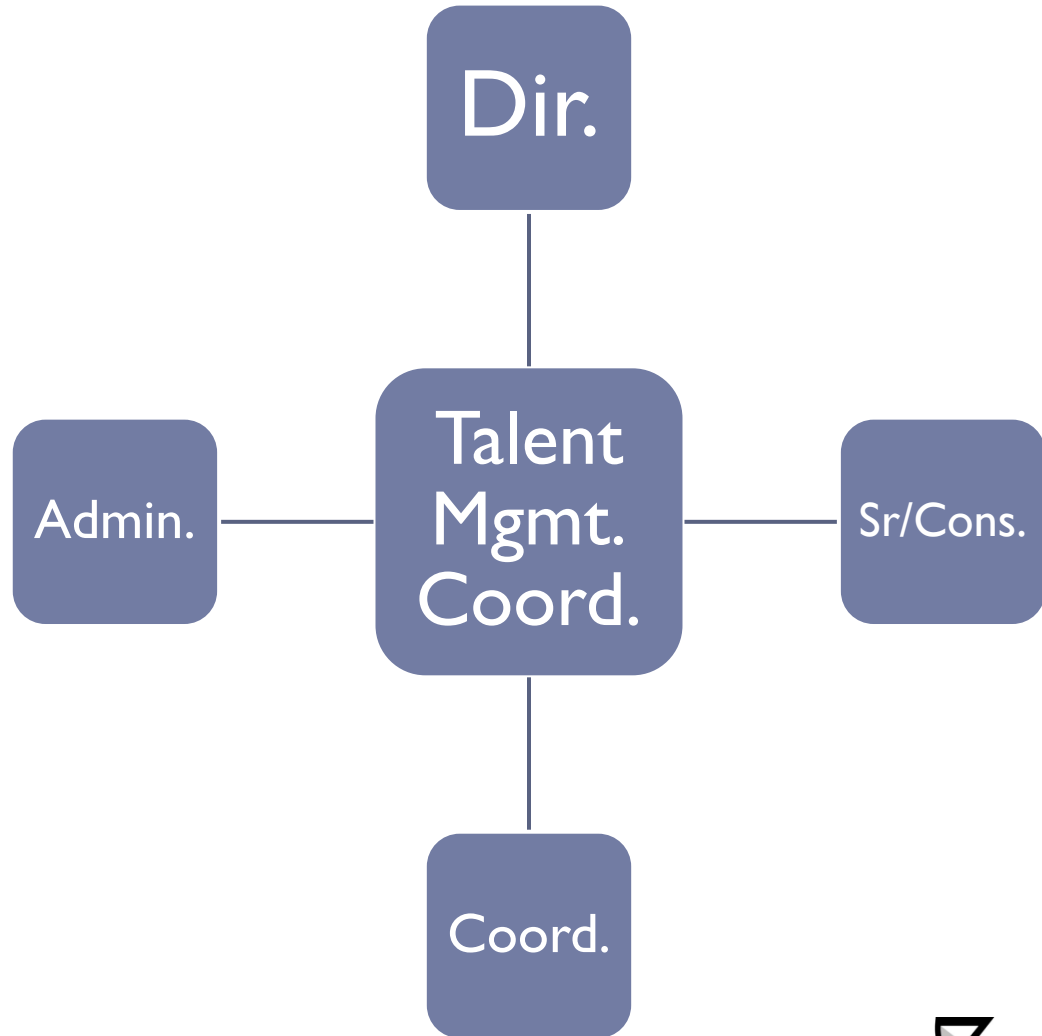
Academic Personnel

OEO/OGC

OISS

Payroll

Purchasing



WSU Talent Management Model

Organization & Employee Development

What's the Connection?



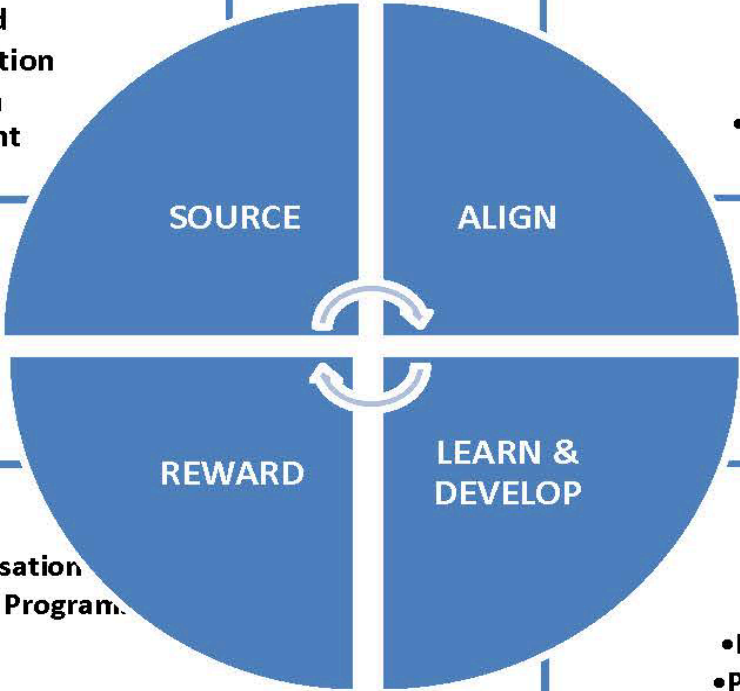
- ▶ What words come to mind when you hear the word

Integration?

Talent Strategy/University Alignment

Recruitment & Retention

- Workforce Planning
 - WSU Brand
- Talent Acquisition
- Succession Management



- Onboarding
- Strategic Plan/Goal Alignment
- Performance Management

- Compensation
- Recognition Program

- Assessments
- Coaching
- Leadership Dev.
- Professional Dev.
- Career Pathing

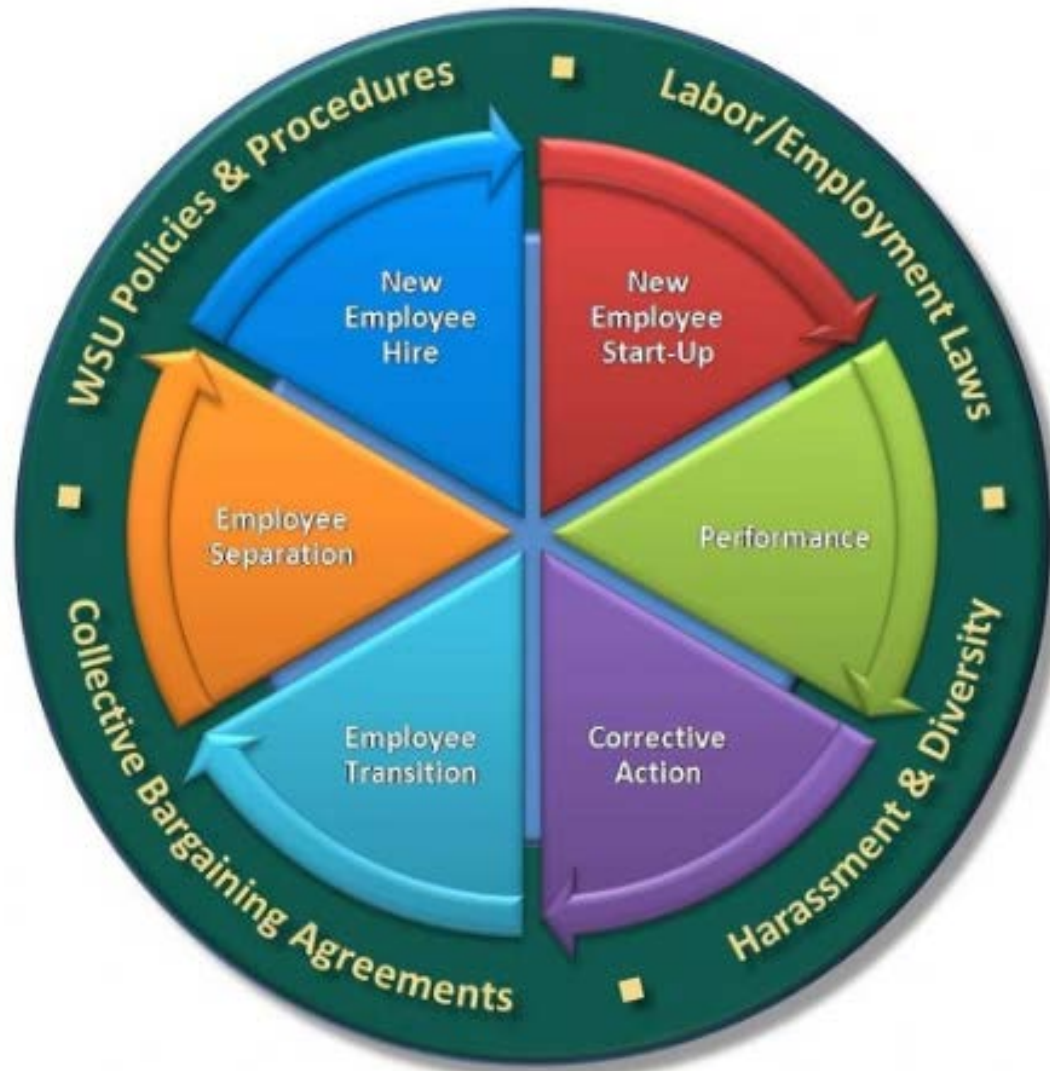
Employee Engagement

Competencies

WSU Recruitment Process

Dawn Aziz,
Organization & Employee Development

Resource Portal



WSU Applications

Banner Forms
Banner Navigation
(Classroom Training)

Data Entry

Banner Navigation
(Classroom Training)

Data Retrieval

Banner Self-Service
WTE & EPAF
(Blackboard Online)

Data Entry

Third Party Applications
(I-9, FMLA, WayneBuy, ProCard,
OISS, TravelWayne)

Data Entry

(I-9, FMLA, WayneBuy, ProCard,
OISS, TravelWayne)

Cognos

WSU Report Nav
(Blackboard Online)

Data Inquiry

Data Retrieval

AppXtender
WSU Report Nav
(Classroom Training)

Image Paper Docs

View Electronic Docs

Banner (Native)

HRMS

ODS
*

**FMS
&
RAPP**
(Classroom
Training)

ODS
*

STUDENT

ODS
*

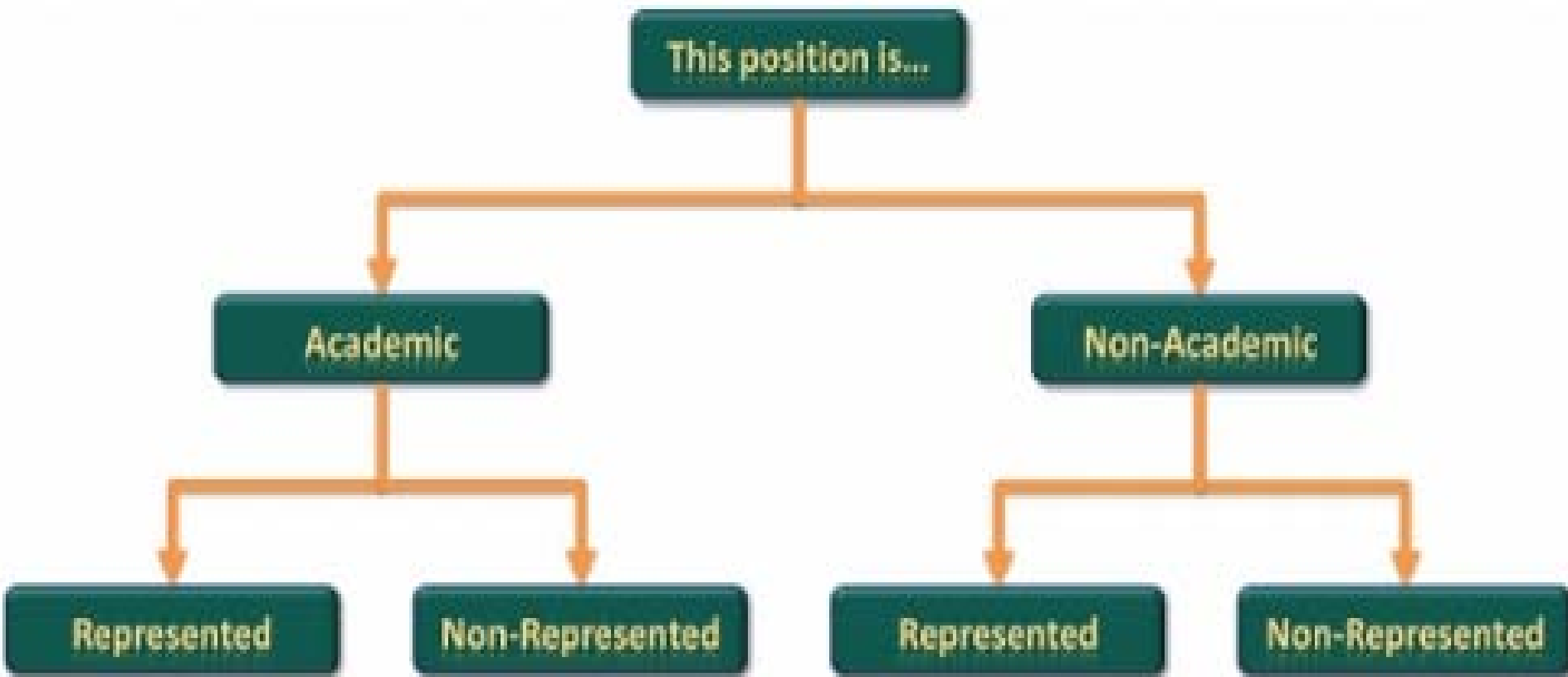
ALUMNI

ODS
*

* Operational Data Store

AppXtender
(Independent Servers)

Employee Groups in the Resource Portal

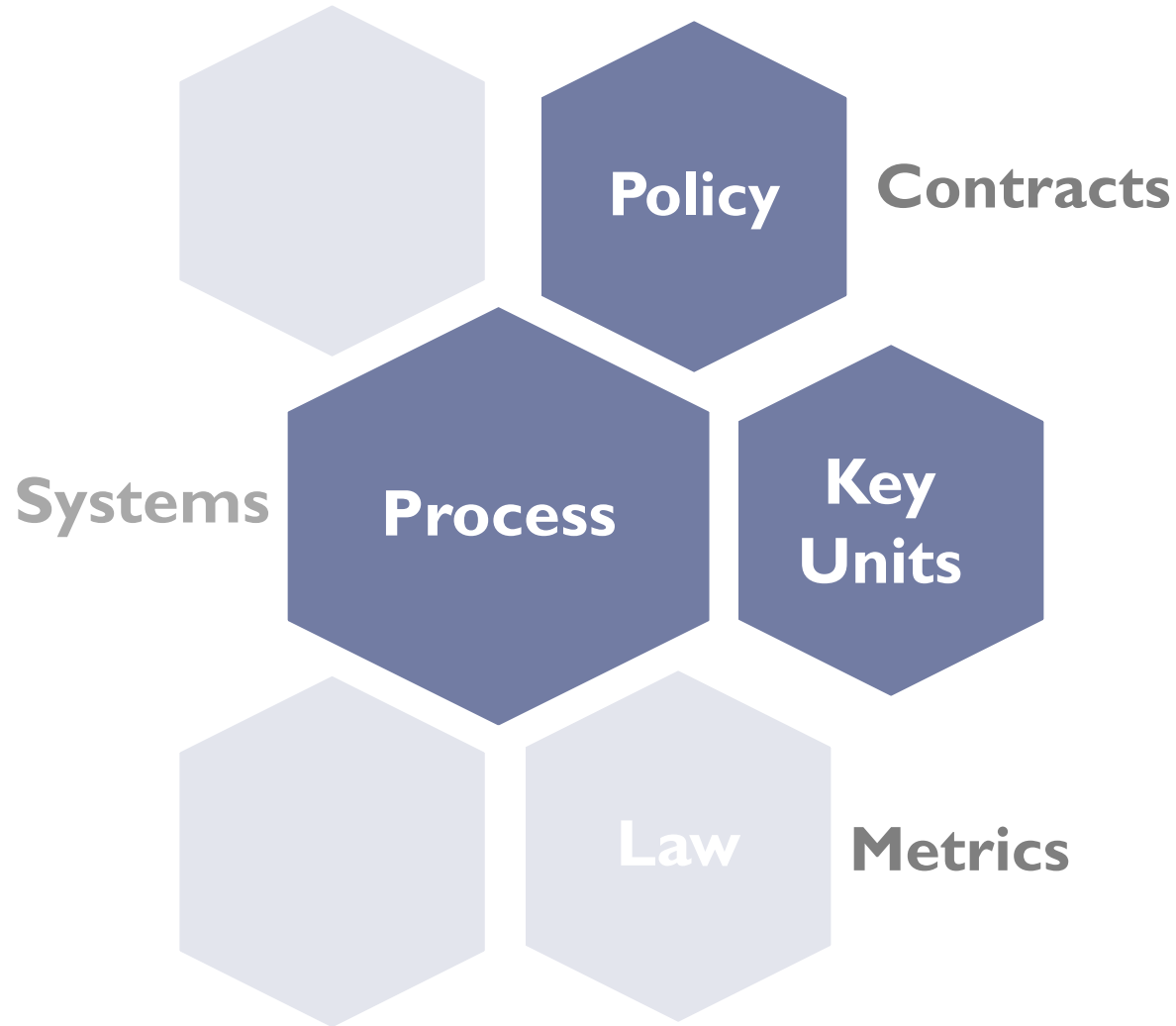


Not Including WSU Student and Temporary Employment

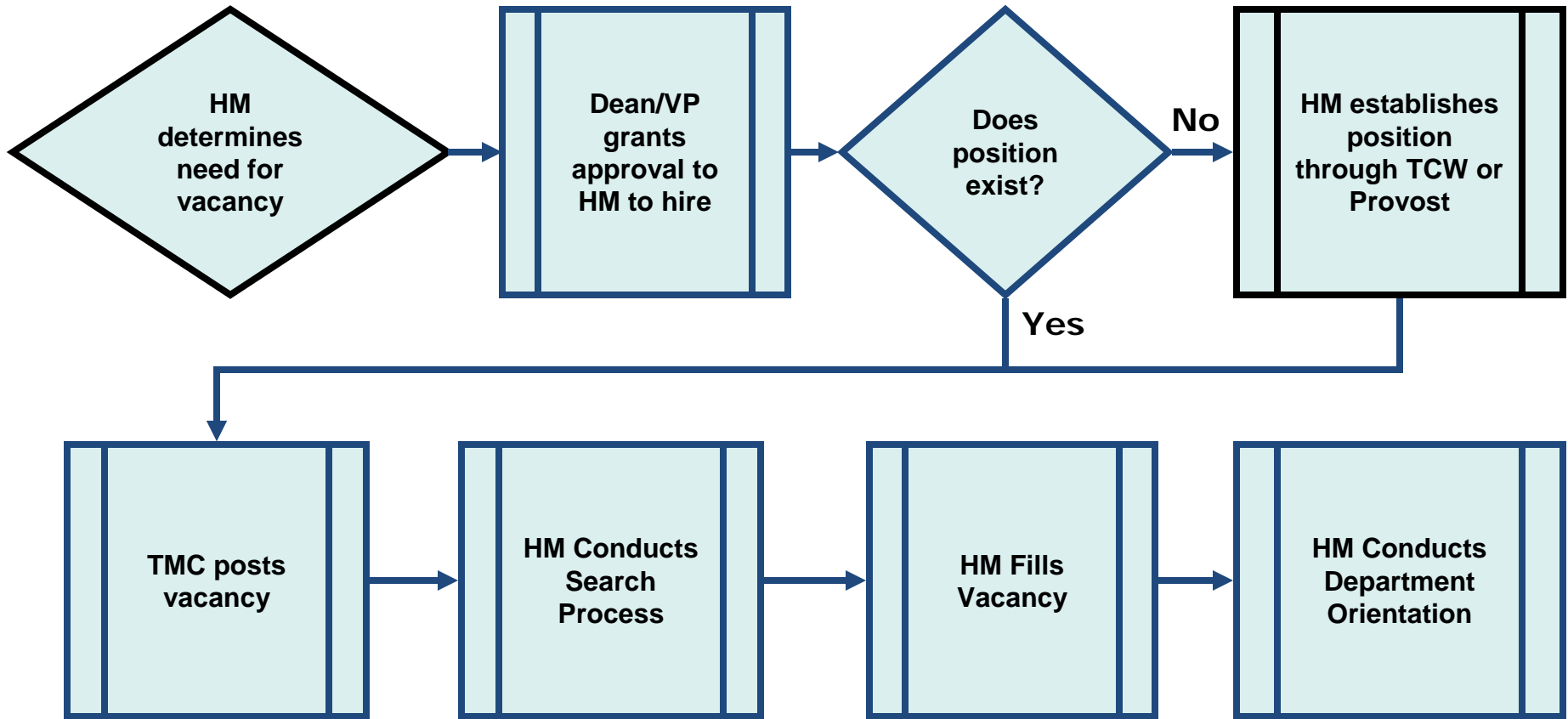
WSU Recruitment Process: *Non-Academic Employees*

Mary Earhart
Manager, HR Solutions

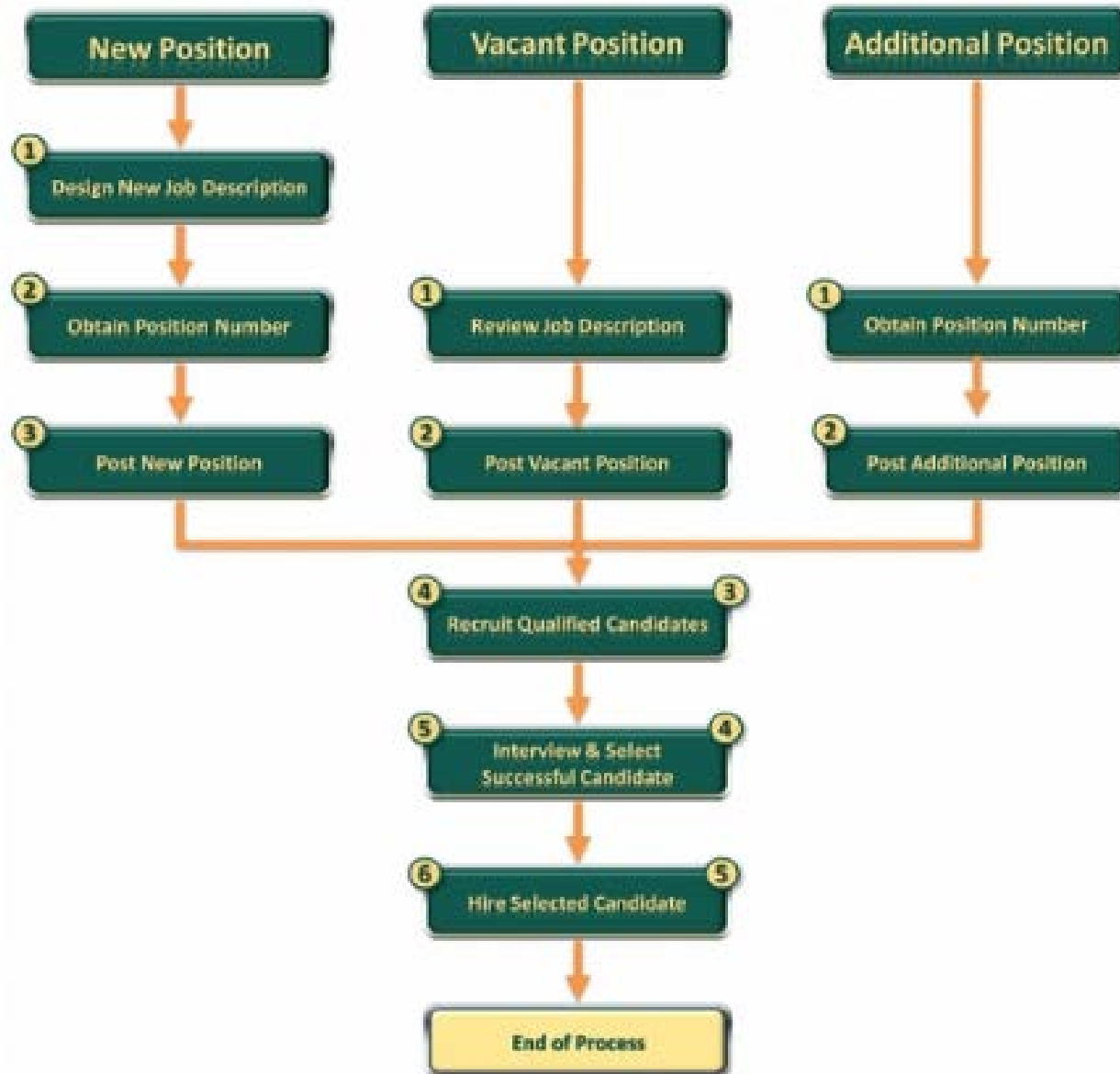
Resource Portal: Non-Academic/Non-Rep Tools



WSU Hiring Process



Hiring Process: Non-Academic, Non-Rep



Non-Academic/Non-Represented Policy

To Access:

1. Click on any Non-Academic, Non-Rep hiring step in the Resource Portal
2. Refer to the Resources & Support shaded menu on left
3. Click on Relevant WSU Policies icon

The screenshot displays the 'Non-Academic New Hire WSU Policy' page. On the left, a dark green menu titled 'Resources & Support' is highlighted, with a red arrow pointing to it. Below this menu are two sections: 'Wayne State University Board of Governors Statutes' with a 'BOG' icon, and 'Wayne State University Policies' with a 'WSU Policy' icon. The main content area is titled 'Non-Represented Employee Manual' and features a yellow arrow pointing to it. Below this title are two document icons with the following titles: 'Non-Represented Employee Manual 3.9: Nepotism' and 'Non-Represented Employee Manual 1.3: Policy Regarding Employment Relationships'.

Hiring Process: Non-Academic, Represented

UAW Staff Association
Local 2071

CBA

UNITE HERE!
Local 24 Housing - Housekeeping

CBA

AFSCME
Local 1497

CBA

Operating Engineers
Local 324

CBA

UAW P&A
Local 1979

CBA

Operating Engineers Supervisors
Local 324

CBA

SEIU
Local 517M

CBA

Michigan Building &
Construction Trades Council

CBA

UNITE HERE!
Local 24 FP&M - Janitors

CBA

Police Officers
Labor Council

CBA

Non-Academic Collective Bargaining Agreement: Sampling of Contract Considerations

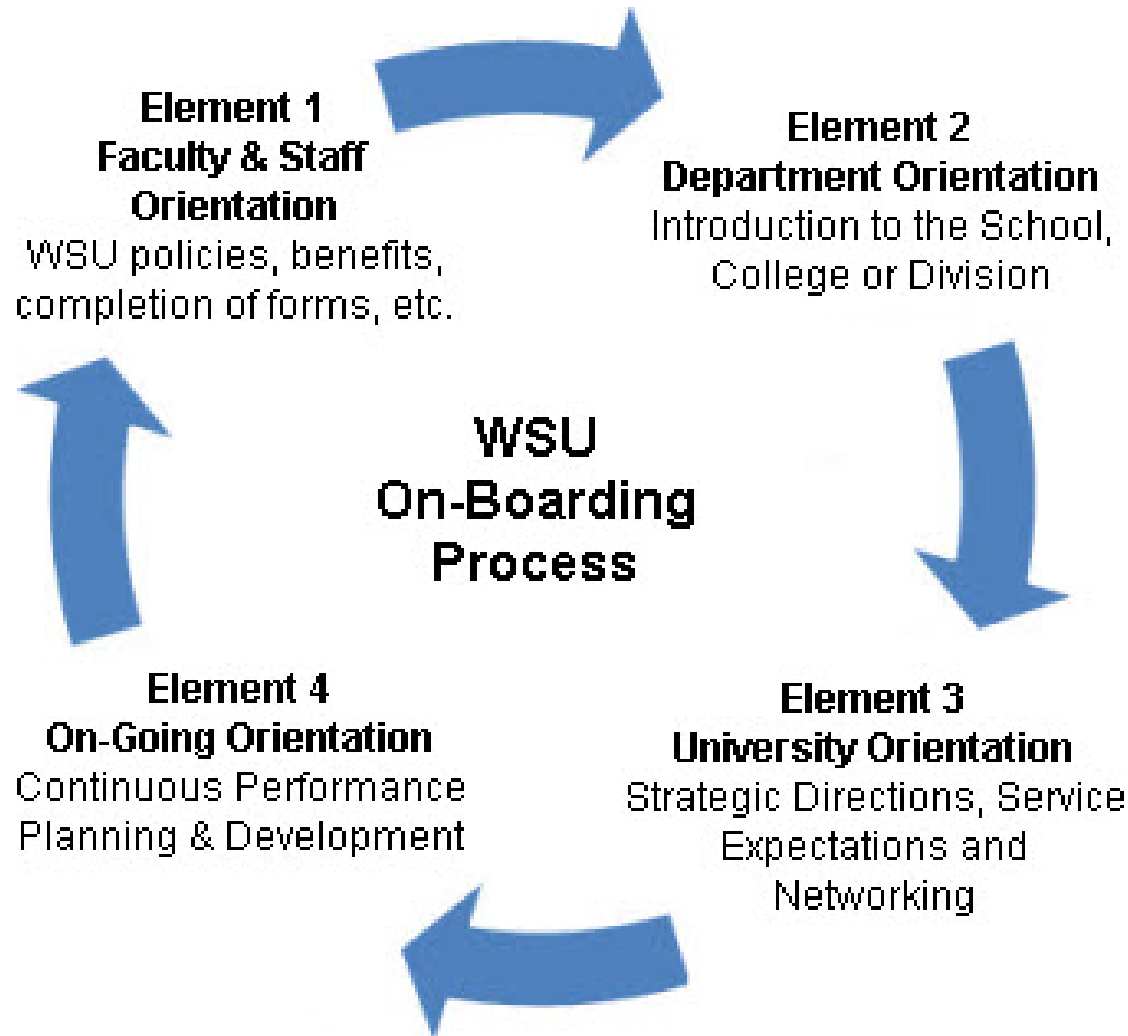
Collective Bargaining Agreement	Article/Resource
Professional & Administrative (P&A)	Article 15: Promotions & Transfers for Method I (seniority-based hiring) & Method II (most qualified based hiring) ; Article 21: Postings (duration)
Staff Association	Article 19: Promotions & Transfers (posting duration); <u>General Clerical Skills Testing Program</u>
AFSCME	Article 24: Promotions & Demotions (posting duration)
Michigan Building and Construction Trades Council (e-class SK)	External notification to Union Hall required for position posting
Operating and Supervising Engineers	<u>Code of Employment Ethics and Conduct</u>
Greater Detroit Building and Construction Trades Council	<u>Work Rules</u>

Staffing Metrics

- ▶ Turnover
- ▶ Time to Fill
- ▶ Absenteeism
- ▶ I-9 data



Non-Academic Onboarding Process



Additional Key Resources for New Employees



Key Non-Academic Contacts

Department	Focus
HR Solutions Phone: (313) 577-2010	Data Integrity, Reporting, Systems Vendor Management
Labor Relations Phone: (313) 577-2081	Non-Academic, Represented (unionized) Employees
Office of Equal Opportunity Phone: (313) 577-2280	Non-Discrimination
Office of International Students & Scholars Phone: (313) 577-3422	Foreign Nationals
Organization & Employee Development Phone: (313) 577-2111	Onboarding, Performance Management, Training/OD Support
Payroll Phone: (313) 577-2138	Payroll
Total Compensation & Wellness Phone: (313) 577-3717	Non-Academic Job Classification & Benefits for All Employees

WSU Recruitment Process:

Academic, Represented & Non-Represented Employees

Isabel Gutierrez, Academic Personnel and
Kimberly Saks-McManaway, Office of Equal Opportunity

Academic Personnel Agenda

- ▶ The Role & Responsibility of Academic Personnel
- ▶ Tenure-Track Faculty Binder
- ▶ Office of Equal Opportunity Hiring Forms
- ▶ Represented Members of the AAUP Collective Bargaining Agreement
- ▶ Other AAUP Classifications
- ▶ Relevant University Policy
- ▶ Academic Personnel Support



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- [Academic Program Review](#)
- [Recruitment](#)
- [Student Success](#)

For Faculty and Academic Staff

- [University Reports](#)
- [Academic Personnel](#)
- [Awards, Honors and Grants](#)
- [Faculty Affairs](#)
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- [Awards and Honors](#)

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Promotion and tenure procedures

Templates and instructions

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Collective Bargaining Agreements

- [AAUP](#)
- [GEOC \(PDF\)](#)
- [UPTF \(PDF\)](#)



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Collective Bargaining Agreement

Promotion and tenure procedures

Templates and instructions

Awards, Honors and Grants

Faculty Affairs

Undergraduate Affairs

For Students

Templates and Instructions

[Academic Calendar Dates](#) *(New)*

All documents are in MS Word format unless otherwise specified

Faculty

- [Faculty with Tenure Letter of Offer](#)
- [Tenure-Track Professor Letter of Offer](#)
- [Tenure-Track Instructor Letter of Offer](#)
- [Tenure-Track Renewal Letter of Offer](#)
- [Lecturer Letter of Offer](#)
- [Employment Agreement](#)
- [Tenure-Track Retreat Letter of Offer](#)
- [Tenured Retreat Letter of Offer](#)
- [Faculty Professional Record](#)
- [Financial Responsibility Form](#)
- [Non Renewal Notice Template](#)
- [Non Renewal Notice Template for appointment through end of seventh year on tenure-track](#)
- [Renewal Template for Senior Lecturer/Lecturer](#)
- [Appointment Summary](#)
- [Hiring Freeze Waiver Request Form](#)
- [Template for Unpaid Leave of Absence & Continuing Benefits form *\(Revised\)*](#)

Academic Staff

- [Academic Staff Employment Agreement](#)
- [Academic Staff Hire on ESS Track](#)
- [Academic Staff Fractional Hire](#)
- [Academic Staff \(Renewal Contract\) Hire](#)

OEO Hiring Plan Forms



OEO Provides Faculty
Hiring Support

Faculty Hiring Process

[OEO Hiring Plan Form / Non-Tenure Track with Instructions \(PDF\)](#) Updated 02/27/09

[OEO Hiring Plan Form / Tenure Track with Instructions \(PDF\)](#) Updated 12/17/10

[Diversity Related Publications for Faculty Hiring Plans \(PDF\)](#) Updated 01/14/11

[A Guide for Successful Searches \(DOC\)](#) Updated 08/25/11



OEO's Guide for Successful Searches

Shares Search Guidelines:

- Planning
- Advertising
- Screening
- Interviewing
- Selecting Candidates

Advertise and Search Aggressively

National advertisement is required for all standing appointments for executives, administrators and tenured/tenure-track faculty.

- Determine where advertisements will be placed to produce the widest applicant pool as possible. Advertise broadly and go beyond the traditional methods of identifying applicants. **Advertise the position at least 30 days before the application deadline.** Visit our website for a listing of diverse resources/publications: www.oeo.wayne.edu/.

OEO Considerations for All Employment Searches

- ▶ Recruitment
- ▶ Interview
- ▶ Selection
- ▶ Overall



OEO Considerations: Recruitment

- ▶ Make the pool as broad as possible by developing a recruitment plan.
 - ▶ Consider advertising in diversity related publications (Diverse Issues in Higher Education, etc.).
 - ▶ Make sure we are providing our listings to agencies that deal with persons with disabilities and military veterans.



OEO Considerations: Interview

- ▶ **Consistency for each candidate**
 - ▶ Same basic questions
 - ▶ Same time frame
 - ▶ Same tours, explanations and demonstrations
 - ▶ Treat internal candidates the same as external ones
- ▶ **Core questions in the interview process**
 - ▶ Avoids the problem of favoring one candidate over another
 - ▶ Provides consistency
 - ▶ Allows for better note taking during interviews
 - ▶ Can ask questions to follow up on information that is offered.
- ▶ **There are certain things that are not appropriate or legal during the interview process. Refer to the Interview Question and Inquiry Guide.**

OEO Considerations: Interview

Interview Question & Inquiry Guide

INTERVIEW QUESTIONS

The best way to guard against disparate treatment, ensure sound selection procedures and avoid unlawful discrimination is to be fair, objective, and consistent in the hiring process. Inquiries concerning a candidate's personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities must be excluded from the hiring process. This includes not only direct questions, but also attempts to draw conclusions on prohibited matters from letters of application, CV's or resumes, and letters of recommendation.

The following are examples you should review to enable you to conduct interviews and reference inquiries in a non-discriminatory manner. The same questions should generally be asked of all candidates.

INFORMATION OFFERED VOLUNTARILY

Even if a candidate offers information about a protected basis voluntarily, the committee or decision maker cannot make the hiring decision based on that information or in reliance on that information. In other words, that information cannot be used to disqualify a candidate.



OEO Considerations: Selection

- ▶ Select best qualified candidate based only on qualifications and experience.
- ▶ You must be able to justify your decision on legitimate non-discriminatory grounds.

OEO Considerations: Overall Process

- ▶ Document everything from the search committee to the hiring decision.
 - ▶ Utilize OHS for this purpose.
- ▶ Retain records according to policy.
- ▶ Call OEO if you have any questions or concerns about interview questions that can be asked or making accommodations for persons with disabilities in the interview and selection process.

Academic Collective Bargaining Agreement: Sampling of Contract Considerations

Collective Bargaining Agreement	Article/Resource
American Association of University Professors (AAUP)	Article I, Recognition: Represented and Excluded Individuals
	Article X: Layoff and Recall Procedures
	Article XVIII: Selection Advisory Committee
	Article XX.B.2: Term Appointments
	Article XXIII: Promotion Procedures
Union of Part-Time Faculty (UPTF)	Article XIII: Posting
	Article XIV: Appointments & Reappointments
Graduate Employees Organizing Committee (GEOC)	Article 2: Represented and Excluded Individuals

Academic Policy

To Access:

1. From the Academic, Represented New Hire resources page in the Resource Portal
2. Scroll below contract icons to the **WSU Policies & Procedures and Statutes** icon
3. Reference University & Board of Governors Statutes

Wayne State University Policies

Personnel Actions



University Policy 99-4 Approval of Personnel Actions

Position Posting



University Policy 99-5 Position Posting

Academic Appointments & Reappointments



University Policy 01-1 Recommendation for Term Appointment and Reappointment of Faculty and Academic Staff (Second Release)



University Policy 01-2 Subdelegation of Authority for Academic Appointments and Reappointments (Second Release) and Appendix A

Key Contacts for Academic Hiring & Contract Renewals and Other Support

Department	Focus
Academic Personnel Phone: (313) 577-2003	Academic Represented & Non-Represented Faculty and Staff
Graduate School Phone: (313) 577-2170	Graduate Teaching Assistants, Graduate Student Assistants & Graduate Research Assistants
Office of Equal Opportunity Phone: (313) 577-2280	<ul style="list-style-type: none">• Faculty Hiring Plan• Diversity Publications• Guide for Successful Searches
Office of International Students & Scholars Phone: (313) 577-3422	Foreign National Work Authorization and Hiring Guide
Postdoctoral Office Phone: (313) 577-2172	Postdoctoral Appointments and Reviews
Office of the Vice President for Research Phone: (313) 577-5600	Academic Research

Selling WSU

Organization & Employee Development

Selling Detroit

WAYNE STATE UNIVERSITY

D E T R O I T
ORIENTATION
INSTITUTE



EXPLORE DETROIT

About Detroit

What to Do

Family Fun

About WSU

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Resources from the
Office of the
Provost's
Website



Wayne State University offers a 200 acre campus in the heart of Midtown Detroit.





Wrap Up

Organization & Employee Development

Session Objectives

As a result of today's session, participants will be able to:

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