



# Operating Procedures & Guidelines Overview

July 2010

---

eRecruit Guidelines	2	Competency Interview	7
M-Pathways	2	Employment Reference Checks	7
Background Check	2	Training Appointment Scheduling	8
Telephone Interview	2	Level Two PEP Screening Criteria	9
Screening Appointment Scheduling	4	Level One PEP Screening Criteria	9
Field PowerBase	4	Disqualified Candidates	10
ICHAT Results	5	PEP Screening for Temporary Employees	10
Skill Testing	6	Online Resume Review Process	11

**eRecruit Guidelines:**

*Applicant must have successfully registered and applied for at least one position within eRecruit in order for PEP screening to begin.*

**M-Pathways:**

*During the PEP Telephone Interview, the M-Pathways system is checked for possible applicant entries.*

- a. Ensure that no active “No Rehire” codes appearing in system
- b. Ensure that no active “Restricted” codes appearing which would conflict with the nature of PEP screening
- c. Active “Hold” codes must undergo a Criminal Background Check process prior to completing PEP screening

**Background Check:**

*Applicants who successfully complete PEP screening undergo a preliminary Michigan State Police criminal background check through the Internet Criminal History Access Tool - a Web-based application commonly referred to as ICHAT.*

- a. Within the applicant’s application, should s/he indicate a ‘yes’ response to either of the criminal background questions, the Criminal Background Check process must be completed prior to moving forward with PEP screening.
- b. Applicants must legibly complete all data fields on the Background Check Authorization form.
- c. ICHAT searches must be performed on applicants if the previous search is six (6) months or older.
- d. Determination and documentation of outcome (passed/failed) within eRecruit is completed by the Application Review Office (Lynda Lauerman).
- e. Applicants are instructed to contact PEP if more than ten (10) days should elapse without communication from the Application Review Office.

**Telephone Interview:**

*The PEP Telephone Interview is intended to ensure that applicants meet or exceed UMHS Human Resources screening guidelines and qualifications. Based on information disclosed by the applicant, the PEP Representative will decide between the following screening pathways:*

- a. “Telephone Interview complete – not selected for further screening at this time.” The PEP Representative may have reached this decision based on the applicant’s disclosure of his/her availability for work, higher-than-usual compensation expectations not commensurate with experience or perhaps that the applicant presented relevant work experience/work history on his/her resume, however the Telephone Interview indicates otherwise.
- b. Strong Telephone Interview - Applicant scheduled for a Level Two screening.

- c. Average/Weak Telephone Interview – applicant will continue to apply. If a priority applicant, s/he will be scheduled for a Level One screening
- d. Applicant disqualified due to a poor Telephone Interview
  - i. Applicants are required to supply accurate information. At any time, any applicant information found to be inaccurate can result in a PEP disqualification for at least six (6) months due to discrepancies.
  - ii. Applicants who receive three (3) consecutive PEP disqualifications are further disqualified for at least one (1) year.
- e. PEP’s documentation of the applicant’s most recent five (5) years of professional, taxable employment. The following examples are not considered employment:
  - i. Volunteer work
  - ii. Providing medical care for a family member
  - iii. Any cash (non-taxed) employment such as babysitting
- f. PEP’s documentation addresses employment gaps, if any, during the most recent five years.
- g. PEP Representative assesses applicant’s telephone soft skills for:
  - i. Polite and positive demeanor, professional deportment
  - ii. Appropriate responses to screening questions
- h. Applicant is required to have left both of his/her two most recent employers in good standing. The following examples typically lead to PEP disqualifications:
  - i. Terminations/Discharges
  - ii. Quitting without notice and/or providing less than one or two week notice
  - iii. Failure to complete given notice (applicant’s choice)
- i. Re-evaluation criteria following a disqualification from PEP Telephone Interview:
  - i. No less than six (6) consecutive months of taxable employment and
  - ii. Applicant must not report to a family member (for valid reference purposes) and
  - iii. Applicant must work no less than twenty (20) hours per week (for attendance purposes with reference checking) and
  - iv. Successful outcome of a professional employment-based reference check from the employer where applicant has completed the six (6) month requirement

- j. Level One vs. Level Two Screening Criteria
  - i. Priority applicants (screening for a manager) without work history or relevant experience will receive Level One PEP screening
  - ii. Priority applicants with relevant, recent work history as required per the job requisition will receive Level Two PEP screening

**Screening Appointment Scheduling:**

- a. Subject to his/her availability, priority applicants are scheduled for PEP within the next three (3) business days.
- b. After appointment is set, the applicant receives a confirmation of the appointment along with the PEP Appointment Packet via email, eRecruit system is updated to reflect the appointment date/time and if a priority candidate, the sponsoring manager is notified of the appointment date and time.
- c. Estimated applicant appointment durations
  - i. Administrative Assistant: 2.5 hours
  - ii. Office/Clerical: 2 hours
  - iii. Patient Care Services: 30 minutes
  - iv. Pharmacy Technician: 1.5 hours (testing required)
  - v. Service/Maintenance: 1.5 hours
- d. Applicants who no call/no show (NC/NS) for any scheduled PEP appointments are documented within the eRecruit as PEP Disqualified (Failed) and if a priority applicant, the manager is notified. Former NC/NS applicants who provide valid reason(s) about his/her NC/NS behavior(s) may be rescheduled for a 'second' or 'last chance' appointment at PEP's discretion.
- e. Applicants who habitually cancel and reschedule and/or NC/NS for three (3) consecutive appointments are subject to PEP disqualification for at least six (6) months.

**Field PowerBase:**

*Field PowerBase (FPB) is the Manpower applicant database which houses temporary employee data such as applications, Manpower testing scores, Manpower-completed employment references, assignments held by temporary associates, etc.*

- a. Information supplied by the applicant to Manpower (by way of telephone interviewing or the Manpower application process) within FPB is compared to the PEP Telephone Interview. Any inconsistencies between FPB data and PEP Telephone Interview data may lead to a PEP disqualification for at least six (6) months due to discrepancies.

- b. Applicants are required to have positive employment outcomes with Manpower. Applicants with poor Manpower work records are subject to disqualification for at least six (6) months unless adequate, solid work history has been established after leaving Manpower.
- c. For validity purposes, applicant test scores on file with Manpower must have been completed within the most recent three (3) years. If the Manpower testing scores are older than three years, retesting is required.
- d. Manpower-completed employment references (on behalf of the applicant) may be used to satisfy PEP screening requirements.

**ICHAT Results:**

*Internet Criminal History Access Tool (ICHAT) is a Michigan State Police maintained criminal records repository. A preliminary records check is performed for each applicant who has successfully completed PEP screening.*

- a. Clear - no records returned - the applicant proceeds with screening.
- b. Hit – records returned which may or may not belong to the applicant in question.
  - i. True Hit - and not previously reviewed/cleared, PEP screening is paused and the Background Check process is started with documentation entered into eRecruit. Applicant and PEP awaits review/outcome (decision) of the Application Review Office (Lynda Lauerman)
    - a. If the ICHAT hit occurs during a scheduled appointment, the results are reviewed with the applicant. The PEP Representative explains the Background Check process and the required pause with PEP screening. The applicant is instructed to contact PEP if more than ten (10) days should elapse without word from the Application Review Office. The applicant is provided with a PEP business card and is sent home.
    - b. If a priority applicant, the manager is informed of the pause in PEP screening, including the reason. When/if the Application Review Office decides in the applicant’s favor, providing that the manager is still interested, PEP screening will continue by scheduling the applicant for a return visit appointment.
  - ii. False Hit - applicant continues with PEP appointment, however the ICHAT results forwarded to Lynda Lauerman for official review/determination. False hits are not documented within eRecruit.

**Skill Testing:**

*Applicant skill testing results are valid for three (3) years from the date completed. If an original PEP screening is older than three years, a re-screening is required.*

- a. Successful completion of prescribed testing is required:
  - i. Administrative Assistant
    - a. Word\* (Proficient or Master user score)
    - b. Excel\* ((Proficient or Master user score)
    - c. Proofreading\* (Excellent or Good ratings)
    - d. Typing (Excellent or Good ratings preferred, but not required)
  - ii. Office/Clerical
    - a. Alphanumeric Data Entry (Excellent or Good ratings)
    - b. Numeric Data Entry (Excellent or Good ratings preferred but not required)
    - c. Thinking Operator\* (Excellent, Very Good or Average ratings)
  - iii. Pharmacy Technician
    - a. Math\* (Excellent or Good ratings)
    - b. Thinking Operator\* (Excellent, Very Good or Average ratings)
  - iv. Service/Maintenance
    - a. Inspection\* (Excellent or Good ratings)
- b. Should an applicant fail an assessment indicated by an asterisk (\*), s/he will be required to wait 30 days until s/he is eligible for a retesting opportunity. If a priority applicant, the manager is notified of the testing outcome.
- c. Applicants found cheating during skill testing are subject to PEP disqualification for at least six (6) months.
- d. Applicants who appear to have difficulties during skill testing, including difficulties following instructions or those applicants who exhibit odd or disruptive behaviors are documented within the PEP file.
- e. Applicants who fail the PEP testing batteries do not proceed with the remaining phases of PEP screening such as Competency Interviewing nor Employment Reference Checks until the testing requirements have been successfully completed.
- f. Applicants who fail the PEP testing batteries after three (3) consecutive visits within one (1) year are PEP disqualified for at least one (1) year.

## **Competency Interview:**

*A seated, face-to-face applicant interview consisting of three main sections:*

- a. Applicant Documents Review: PEP Representative reviews the applicant's Reference Authorization Forms, resume and Telephone Interview paperwork to ensure consistency with employment dates and proper completion of required reference forms in accordance with screening guidelines. Inconsistencies with employment dates, newly disclosed negative work history or falsification of screening information can lead to a delayed or cancelled appointment up to - and including - a PEP disqualification for at least six (6) months.
- b. Informal Interview – Data Collection: Basic applicant information is recorded into the PEP database, should discrepancies arise between information documented on the Telephone Interview such as availability or pay requirements, etc. as versus what the applicant is sharing at the point of interview, the PEP Representative may chose to complete a Level One PEP screening.
- c. Formal Competency Interview: PEP Representative completes the formal Competency Interview consisting of eight (8) basic UMHRD competencies. An applicant's failure to adequately answer the interview questions will result in poor ratings. Too many poor ratings may result in a PEP disqualification for at least six (6) months.
  - i. Competency Interview scores of 'meets', 'exceeds' or 'outstanding' are valid indefinitely and are not mandatory for reassessment.
  - ii. An overall poor interview, due to any one, or a combination of factors below, may also result in a PEP disqualification for six (6) months:
    - a. Poor soft skills presentation/behavior
    - b. Poorly chosen interview attire
    - c. Poor attitude/projected image
    - d. Excessive fidgeting, hand gestures, distracting behavior(s)
    - e. Poor preparedness skills
    - f. Poor communication skills

## **Employment Reference Checks:**

*PEP's goal is to complete at least two employment-based reference checks for Level Two screening and at least one employment-based reference check for Level One screening. Oftentimes we face challenges when checking employment references as a result of company policies not permitting employment references, companies who outsource employment verification requests, businesses that have since closed or sold and/or even examples of employees with long-term work history with the same employer. On a case-by-case basis, some applicant PEP screenings may be completed with only one employment reference, or perhaps in some cases, no employment references at all.*

- a. Most recent employer Reference Authorization Forms completed properly and the applicant's handwriting is legible. Applicants may opt out of PEP making contact with a current employer reference. In these cases, PEP will default to the next most recent employer
  - i. No relatives
  - ii. Taxable income employment
  - iii. Reference contact must be currently employed with the company
  - iv. Business land line office telephone numbers only. Cellular or home numbers are considered on a rare case-by-case basis.
- b. PEP will complete internship/externship references on a case-by-case basis
- c. Positive feedback from all employment references is required.
- d. Poor employment reference check outcomes resulting in a PEP disqualification for at least six (6) months can include:
  - i. Level Two Screening applicants - failure to receive two (2) positive employment references
  - ii. Level One Screening applicants – failure to receive one (1) positive employment references
  - iii. Inconsistencies with employment dates and/or job titles with any - or both - employment references
  - iv. Marginal reference feedback from one or both employers, in addition to marginal results with other phases of PEP screening
  - v. PEP's discovery of an applicant intentionally falsifying Employment Reference Form data
- e. Applicants who are disqualified on two separate - but consecutive - occasions due to Employment Reference Checks are further disqualified for at least one (1) year.

**Training Appointment Scheduling:**

- a. Medical Terminology Training
  - i. Training appointments must be reserved to ensure training station availability.
  - ii. If appropriate, trainers are welcome to dress casually
  - iii. Drinks with lids are permitted
  - iv. Food is prohibited
- b. Medical Terminology Testing – Comprehensive Exam
  - i. Testing Administrator must be in the testing room while the Comprehensive Exam is administered.
  - ii. Testing appointments must be scheduled with adequate time to coincide with office hours.

- iii. Testing station must be cleared of all materials by Testing Administrator as notes are not permitted for the Comprehensive Exam
- iv. Testing Administrator ensures that no other computer programs are operating other than training software during the Comprehensive Exam
- v. Testers with scores 80% or higher qualify for a certificate of completion
- vi. Testers with scores 79% or lower are eligible for retesting the next business day

**Level Two PEP Screening Criteria:**

*Determined at the point of full PEP screening completion, High potential candidates who've completed PEP screening within the most recent three years are promoted to hiring managers. Typical Level Two, high potential criteria would include ALL of the following:*

- a. Applicant's Telephone Interview reveals:
  - i. Excellent, relevant and recent work history and/or appropriate valid training
  - ii. Valid reasons for leaving
  - iii. Gave appropriate notice and completed the notice
  - iv. Excellent Telephone Interview soft skills
- b. Applicant's Skill Testing scores: Exceptional, Excellent or Very Good ratings with minimal (0-3) errors
- c. Applicant's Competency Interview - at least 50% of responses at "Outstanding" or "Exceeds" levels
- d. Applicant's Competency Interview soft skills evaluation: all ratings in the "Pass" column
- e. Applicant's Employment References: Complete consistency with dates/job title. Grid responses are rated "Very Good" or "Good" and the applicant is eligible for rehire, positive reference comments

**Level One PEP Screening Criteria:**

*Determined at the point of PEP screening completion, candidates who've technically passed screening within the most recent three years allowing him/her to apply on his/her own could include a combination of any or all of the following:*

- a. Applicant's Phone Interview reveals:
  - i. Solid or choppy (but passable) work history
  - ii. Valid reasons for leaving current/former employers
  - iii. Gave appropriate notice and completed the notice with former employers
  - iv. Good or average Telephone Interview soft skills
- b. Applicant's Skill Testing scores: "Good" or "Average" ratings with minimal errors
- c. Applicant's Competency Interview - at least 50% of responses recorded at "meets expectations" level
- d. Applicant's Competency Interview soft skills evaluation: no more than two (2) "Fail" ratings

- e. Applicant's Employment References: Complete consistency with dates/job title. Grid responses are rated "Good" or "Average" and the applicant is eligible for rehire, positive reference comments

**Disqualified Candidates:**

*Candidates who are disqualified and should not be promoted for hire as a result of at least one, or a combination of any or all of the following at any point during the PEP screening process:*

- a. Applicant's Telephone Interview reveals:
  - i. Poor work history
  - ii. Poor or questionable reasons for leaving
  - iii. Failure to provide appropriate notice and/or failure to complete said notice
  - iv. Poor Telephone Interview soft skills
  - v. Skill Testing: "Poor" ratings with or without errors
  - vi. Competency Interview – two (2) or more "Needs Improvement" or "Poor" ratings
  - vii. Competency Interview soft skills evaluation - two (2) or more "Fail" ratings
  - viii. Employment References - inconsistency with dates/job title. Any of the grid responses are rated "Poor" and is ineligible/would not rehire, negative reference comments

**PEP Screening for Temporary Employees:**

- a. In an effort to ensure consistency with UMHS hiring processes, ALL temporary employees must successfully complete PEP screening - as positions require - prior to being offered regular employment with UMHS.
- b. Temporary employees who are employed at UMHS through an agency or UM Temporary Staffing Services need not complete PEP screening prior to starting temporary employment. Prior to extending an offer of regular employment - in a position requiring PEP screening - to a temporary employee, PEP screening then becomes a requirement.
- c. Temporary employees, who are to be hired into positions requiring PEP screening, that are not screened through any service/agency must successfully complete PEP screening prior to starting work as a temporary employee.
- d. **EXCEPTION:** Student temporary employees who are only working for the summer or school breaks need not complete PEP screening. Additionally, temporary employees covering for very short term, set time frames, (i.e. vacation, maternity leave, etc.) are exempt from PEP screening. However, for either case if the temporary assignment is extended or a regular position which ordinarily requires PEP screening may be offered, s/he must successfully complete PEP screening. Regular positions requiring successful completion

of PEP screening should not be offered to any applicant or temporary employee who has not been successfully completed the PEP screening requirement.

**Online Resume Review Process:**

*Positions requiring PEP screening are classified into four categories: Administrative Assistant, Office/Clerical, Patient Care Services and Service/Maintenance. PEP staff reviews external applicant resumes for skill sets called for within the job postings. If potential matches exist, PEP Representative initiates contact with the applicant to begin PEP screening.*

- a. Applicant's eRecruit Tests section reviewed for previous disqualifications or any reasons why PEP should not continue.
  - i. If PEP screening was previously successfully completed within the most recent three (3) years with high scores and the resume adequately details the experience required per the job requisition, PEP staff reviews the applicant's eRecruit Tests section for eligibility for a PEP code and moves on to review the next applicant.
  - ii. If a previous PEP screening resulted in a disqualification, PEP staff should investigate the reason for the disqualification - if appropriate, and assess whether further screening of the applicant could benefit UMHS.
    - a. Poor skill testing – applicant is eligible for retesting in 30 days and may be invited to retest as needed on a case-by-case basis.
    - b. Poor background check outcomes resulting in an indefinite hold should not be pursued
    - c. Poor Telephone Interviews, poor Competency Interviews and/or poor Employment Reference Check outcomes may be re-evaluated as needed on a case-by-case basis provided that the six (6) month disqualification requirement has been met.
  - iii. If no PEP Tests exist for the applicant, PEP Representative next reviews the applicant's resume.
- b. Based on a resume review for skill set matches, applicants who appear to be a good fit are emailed to initiate contact with PEP for screening. PEP Representative initiates an eRecruit PEP Test indicating that the applicant has been emailed to contact PEP for screening.
- c. After PEP Representative reviews an applicant's resume, should the applicant appear not to have the appropriate skill set as called for within the job requisition, s/he is not contacted for screening.
  - i. PEP Representative initiates a PEP Test within the applicant's eRecruit Tests section indicating that the applicant's resume has been reviewed for (Administrative Assistant,

Office/Clerical, Patient Care Services and/or Service/Maintenance), and has not been selected for PEP screening.

- ii. PEP re-evaluates applicant resumes every three months for possible additional experiences and skill set matches added to resumes which could eventually prompt PEP staff to initiate screening.