

Setting an Appropriate and Efficient Search Timeline

Completing your search in an appropriate amount of time can be difficult if you have not considered:

- ❑ When do I *need* this position filled? (*Work backward from this date.*)
- ❑ When are the upcoming conferences that may be excellent recruiting opportunities? (*Make sure your Permission to Recruit (PTR) is approved before this date.*)
- ❑ What steps are required &/or helpful to make this search effective and efficient and which steps would not be valuable in this search?
- ❑ Who is required to be present at the various stages of interviewing?

Proper time allocations for each step will greatly improve the likelihood that your candidate will still be available when you need them and also be successful in the position because your department thoughtfully developed the position description.

HR TIP: Consider which recruitment steps are appropriate for the search you are conducting. If you only have a few local candidates who are being considered you might choose to omit telephone interviewing and only conduct onsite interviews or you may choose to do more advertising and increase your applicant pool. The choices and possibilities are almost endless.

Here are some steps to consider when you develop your complete timeline:

1) Fully develop your position description –

- a. Consider what your department's need is now (the position description for the prior incumbent may not still apply), what may have made the last incumbent a strong or weak employee in the role, and consult with stakeholders of the position to make sure interests are addressed in the position description. See the Unclassified Search Toolkit for ideas on "Developing a Position Description"
- b. Develop your ad and announcement based on the new position description.

2) Submit the Permission to Recruit (PTR) or Fast Track

- a. Generally you should allow 4-7 working days for the PTR or Fast Track to complete its routing, review, and email return with modifications.

Important Note: You should *not* be recruiting at conventions or otherwise until permission has been given by the Provost or appropriate Vice Presidential office.

3) Meeting initially with your search committee.

HR TIP: Meet while the PTR or Fast Track is still routing for approval.

- a. Meet to discuss position criteria and the weight of each criterion for applicant ranking, etc.
- b. An HR representative can be available to meet with your search committee to discuss best practices and legal issues for recruitment and selection. A representative from Diversity and Inclusion may meet with your search committee as well to review strategies for recruiting for diversity.

HR TIP: Not all members of the search committee need to take part in all parts of the search. Ex: 2 people do the initial "cut" of the resumes, 3 people conduct the telephone interviews, and 3 are on the onsite interview panel.

It is a good idea to have members commit to conducting their portion for ALL candidates who have reached that stage of the recruitment process in order to give each candidate the same experience and opportunity. Splitting the responsibilities to smaller groupings of search committee members can also greatly reduce the timeline for your search.

4) Setting future meeting, telephone interviewing time slots, & onsite time slots.

HR TIP: Consider setting all meetings times at your first search committee meeting. Many people's calendars are filled within two weeks from today. Logistics are much easier when you schedule further out.

Example:

- a. First search meeting: HR and AFM presentations and committee discusses weight of qualification criteria before application review. February 1st
- b. Discuss applications and determine who will move forward. February 28th
 - i. narrow pool to top 8-10 applications
- c. Conduct telephone interviews. Hold ~13 thirty-minute timeslots March 5-9th to allow candidates to select preferred time choice and allow adequate time for the actual telephone interview.
 - i. narrow the pool from 8-10 down to the top 3-4 candidates
- d. Conduct onsite interviews. Hold ~ 6-7 on March 20-25 timeslots or days depending on the onsite interviewing agenda for the 3-4 candidates.
 - i. narrow pool from 3-4 down to the top 1 or 2 finalists
- e. Final interviews with other stakeholder groups held April 1-8th.
- f. Final decision and negotiate details of unofficial offer April 12-15.

5) Submit the Proposal to Appoint – 4-9 working days for routing, review, verification of funding, and approval email with modifications. If using a Fast Track and offering within the previously approved salary range, skip to step 6. If offering outside of approved salary range, contact your HR Partner.

6) Give official letter of offer to your candidate!

- a. When the accepted/signed letter of offer is received back in your department,
 - i. Keep a copy for your records and send the original letter to HR along with a copy of the position description.
 - ii. Follow the hiring manager's startup checklist to onboard your new employee well.