Search Process for Staff Positions

Phase 1: LAUNCH	Phase 2: RECRUIT	Phase 3: EVALUATE	Phase 4: SELECT	Phase 5: ONBOARD
1. Determine need for position; explore alternatives for performing the work. (supervisor/HR/finance/division administrator)	1. All UMN positions are scraped and posted on Indeed, HERC, Cira. Consider any paid advertising, i.e., LinkedIn, Indeed, etc. (HR)	1. Use the job opening to create an equitable way to evaluate applicants. Assess candidate pool against minimum and preferred qualifications.	1. Offer position to the final candidate, negotiate terms, and draft offer letter (supervisor/HR)	1. Send a welcome email with first day information. (HR)
2. Draft position description with qualifications, competencies, and characteristics critical for success. HR identifies appropriate job class for position based on the work and ensures inclusive language. List starting salary range (based on external/internal market) and work environment information. (supervisor/committee/HR)	2. Advertise position in targeted and diverse publications and to key organizations/lists. (HR)	2. Review qualified applicant pool demographics. Consider any final recruitment efforts if needed to diversify pool.	2. Confirm acceptance of offer by returning the signed copy of the offer letter to SPH HR. (supervisor)	2. Orient new hire to the division/workgroup and their job. (supervisor)
3. If paid on non-sponsored funding, the CFO approves position to post and fill.	3. Engage in active recruitment of applicants. (supervisor/committee/HR/others)	3. Select candidates to interview. Confirm salary expectations with selected candidates. (supervisor/committee/HR)	3. Resolve hiring contingencies (background check, I-9, and, for P&A, proof of degree). (HR/division)	3. Invite new hire to upcoming SPH New Employee Orientation. (HR)
4. Determine the need for a search committee or interview team and engage those individuals. (supervisor/HR)	4. Check-in with search committee/supervisor mid-way through recruiting phase to ensure the quality and diversity of pool and any need to adjust recruitment tactics. (HR)	4. Develop interview questions based on desired qualifications, competencies, and characteristics. (supervisor/committee/HR)	4. Announce new hire. (supervisor/division)	5. Include new hire information in the monthly new hire welcome announcement in the SPHere. (HR)
5. Create job opening through the UofM Employment site. (HR)	5. Continue to source and recruit potential candidates. (supervisor/committee/HR)	5. Convene search committee to conduct interviews and recommend or select finalist(s). [Note that there are either one or two stages of interviews depending on the level of the position, use of a search committee, and extent of stakeholder input sought.]		6. Conduct probationary review or provide mid-point feedback to new hire to supplement ongoing informal feedback. (supervisor)
4. Educate about antiracism in the search process and manage implicit biases in the hiring process. (supervisor/committee/HR)		6. Conduct reference checks on finalist(s). (supervisor)		