OFFICE OF HUMAN RESOURCES

Timeline to Fill

Procedure Owner: Office of Human Resources

Date of Issue: May 20, 2019

ABOUT THIS DOCUMENT

This document was prepared by the Office of Human Resources (OHR) to illustrate the average amount of time Hiring Managers should presume for recruitment activities relative to candidate selection and onboarding. It is a living document that will be updated as needed.

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1.0 Introduction

1.1 Document Purpose

The Office of Human Resources (OHR) proactively supports the timely hire of highly qualified individuals to sustain the overall vision and mission of the Universities at Shady Grove. The 'Timeline to Fill' document and illustration serves to manage expectations for Hiring Managers relative to the hiring process. The charts in this document explain the process and exemplify the average amount of time Hiring Managers should presume for recruitment activities relative to candidate selection and onboarding.

2.0 User Roles and Responsibilities

Owners	Responsibilities
Creator	Person who coordinates and begins the hiring and classification actions for a department. This user is responsible for identifying the Hiring Official in eTerp and moves action forward (Sr. HR Coordinator)
Hiring Manager/Official	Person who interviews the finalists and makes the hiring decision. Gives hiring official charge to search committee when applicable. This person is usually the immediate supervisor of the open position. "Please Note: If the immediate supervisor is not the hiring official, it is strongly recommended that the immediate supervisor be included in the hiring official interview phase and not be a part of the search committee."
Chair/Dept. Approver	1st Level of Approval – Person who approves hiring and classification actions for a department (Director, Administration and Talent Management).
Dean/VP Approver	2nd Level Approval – Person who approves hiring and classification actions for a Division as the Executive Authority (Dean, VP).
Provost/President Approver	3rd Level Approval – Person who approves hiring and classification actions as the Executive Authority (Provost, Pres.).
Equity Administrator	This person is appointed by the Dean or Vice President. They have access to the system that reflects the following responsibilities: 1. Review the search and selection plan 2. Charge the search committee at their first meeting 3. Review finalist list for diversity before it goes to the hiring official. 4. Approve temporary search and selection plans 5. Monitor the overall search process (both general climate and specific processes) for equity and diversity at the division level. Person who reviews hire actions and approves hiring proposals at the department/division level.
UHR	Persons in the central University Human Resources office within Employment/Classifications including analysts, support service etc. (UMCP – HR)

3.0 Definitions, Acronyms, and Abbreviations

3.1 Definitions

Timeline to Fill - Timeline to fill is the amount of time it takes to fill a position. It represents the calendar days until a position is filled. The starting point is when the creator begins the hiring and classification actions for a department. The end time is usually when the onboarding process is complete and the position is marked "Filled" in the eTerp system.

eTerp - The eTerp system is the official campus system of record for position management and applicant tracking. It is used to create and route position descriptions, as well as position actions, such as reclasses, within band adjustments or just job description changes. It is the mechanism for posting all campus jobs (faculty and staff) and routing hiring proposals.

Position Management Module – The side of the eTerp system that houses all positions and position descriptions. Requests to create new positions or modify existing positions are created from Position Management. Users will know they are in Position Management if the header appears orange.

Applicant Tracking Module – The side of the eTerp system that houses all postings open, closed, and filled, as well as applicants and hiring proposals. Requests to post positions are created from Applicant Tracking. Users will know they are in Applicant Tracking if the header appears blue.

3.2 Acronyms

The following terms or acronyms are applicable and defined as follows:

Office of Human Resources (OHR)

University Human Resources (UHR)

Hiring Manager/Official (HM/HO)

4.0 Charts illustrating the Hiring Process

4.1 Classification of a Position (Position Management Module)

TASKS	ACTION	ASSISGNED TO	TIMELINE
Creating/Modifying Position in eTerp	• Upon receiving the approved "Permission to Recruit Form", OHR will begin the process of creating a new or modifying an existing positon on the position management module side in the eTerp system	• Sr. HR Coordinator	Up to 3 days
Reviewing position in eTerp	• Once created, the Hiring Official (HO) will then review the position in eTerp system for accuracy and then forward it to the next level of approver	• Hiring Official	2 - 4 days
3 Level Approvals	• Approve hiring and classification actions in E-terp	• 1st Level Approval (Chair/Dept. Approver) • 2nd Level Approval (Dean, VP) • 3rd Level Approval (Provost Office) only for certain positions	15 – 20 days
Classification and approving position in E-terp	• Runs market analysis • Assigns a position number and target salary range, and • Sends the position back to the Creator to begin the process of creating a posting	• UHR Analyst	7 – 10 days

4.2 Posting a Position (Applicant Tracking Module)

TASKS	ACTION	ASSISGNED TO	TIMELINE
Job Posting (initial)	• Recruitment liaises with the Hiring Official (HO) for agreement on posting timeline. A job posting strategy is determined such as • Number of days job would be posted • Best consideration date • Advertising efforts • Search and Selection Plan	• Sr. HR Coordinator • Hiring Official	Up to 3 days
Posting created in eTerp	• Upon discussion with the HO, the Creator routes the posting in the eTerp System	• Sr. HR Coordinator	1 - 2 days
Reviewing Posting in eTerp	• Once created, the HO reviews the posting for accuracy and then forwards it to Equity Admin for approval	• Hiring Official	1 - 2 days

Review Search and Selection Plan	• Reviews the search and selection plan, including
	   o Committee members
	   o Advertising Efforts to reach a diverse pool
	   o If a search requires formal committee, charges the search committee at their first meeting
		• Equity Administrator
		
		• For nonexempt positions (UHR Analyst)
			2-4 days

Posting Created	• Once approved by Equity, the position is posted on UMD Website. A position is normally posted for 30 days	• eTerp Service Center	1 – 2 days

Screening Interviews Process	• Reviews applications for minimum qualifications. Changes statuses in eTerp	• Hiring Official	
Finalists Selection Process	• HO selects finalists for interview and sends the list to Equity Admin along with Search Committee meeting notes for review and approval. • Equity reviews finalist list for diversity	• Hiring Official • Equity Administrator	
Selection Interview Process	• Interviews finalists. • Conducts reference check. • Recommends a candidate(s) for hire to OHR. • Confirms funds for salary with the Budget Office • Makes a soft offer to the finalist (contingent upon University's approval) and discusses a potential start date • Changes statuses for remaining candidates in Eterp • Sends a non-select email to all finalists interviewed but not selected	• Hiring Official	Up to 3 weeks

4.3 Creating Hiring Proposal

TASKS	ACTION	ASSISGNED TO	TIMELINE
Hiring Proposal initiated in eTerp	• A Hiring Proposal is created in eTerp by OHR with salary and start date confirmation • The Hiring Proposal is reviewed by the HM and then forwarded for next level approvals	• Sr. HR Coordinator • Hiring Official • 1st Level Approval (Chair/Dept. Approver) • 2nd Level Approval (Dean, VP) • 3RD Level Approval (Provost Office) only for certain positions	5 - 7 days
Hiring Process	• Once the Hiring Proposal is approved, recruitment formally offers candidate the job through an offer letter • Candidate returns a signed offer letter • Recruitment sends candidate an invite to complete new hire paperwork	• Sr. HR Coordinator • Candidate	Up to 1 week
Onboarding Process	• New Hire receives information on new hire documents, including Payroll, Benefits, I-9 etc. via email • New Hire meets with OHR and submits all required documents • New Hire is provided critical information pertaining to Campus resources and Services • A notification is sent to eTerp to indicate posting as filled.	• Sr. HR Coordinator • Candidate	3 – 5 days

5.0 Conclusion

Based on the data analysis, the average amount of time Hiring Manger should presume for recruitment activities relative to candidate selection and filling in the position would be as follows:
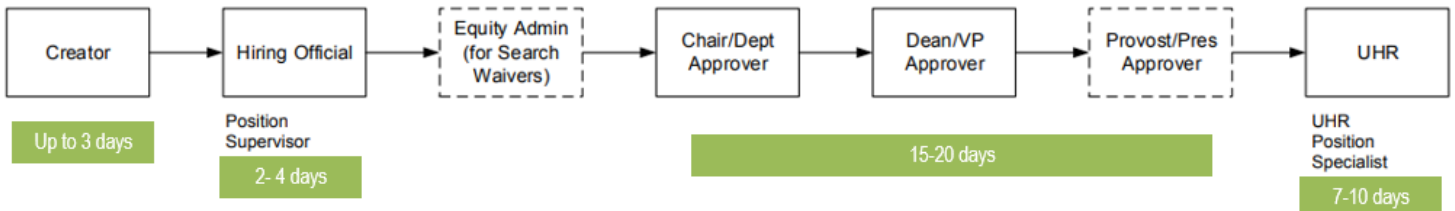
Your Need	Category Status	Average Days
Create New/Modify Existing positon	Exempt Position	90 to 120 days
Create New/Modify Existing positon	Non Exempt Position	100 to 120 days
Posting a position	Exempt/Nonexempt Position	70 to 80 days

- Permission to Recruit is needed before we begin the hiring process. Timeline varies depending upon the time taken at various steps
- Best Case Scenario: Candidate selected and hired within 80-100 days' time period.
- Several resources are available on USG Website under "Manager's Toolkit" to assist Hiring Managers and Search Chairs with the recruitment process
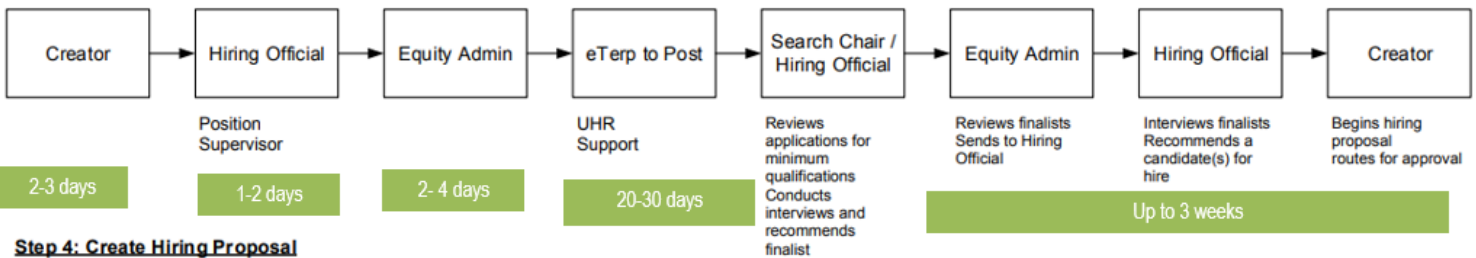
Appendix A: eTerp Exempt Workflow

Appendix B: eTerp Nonexempt Workflow
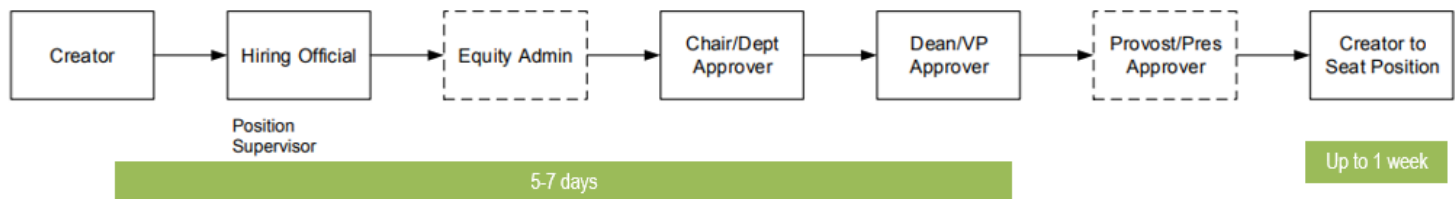
eTerp2 **Nonexempt Workflow**

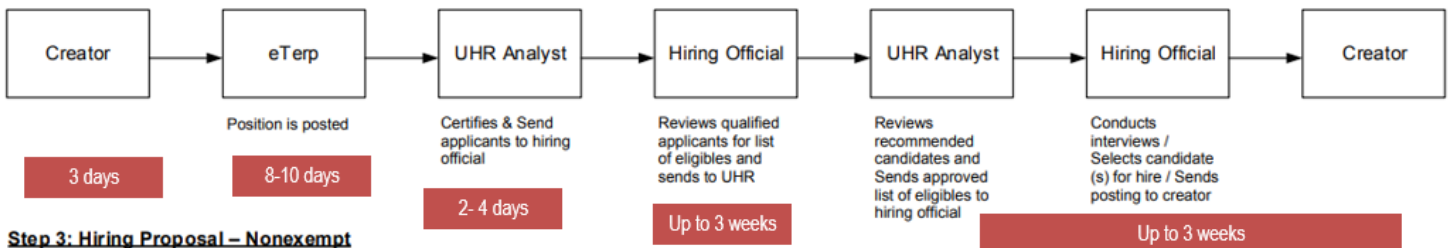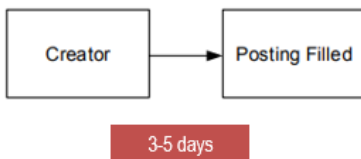**Step 1: Create New Position/Modify Existing/Request Search Waiver**

| Creator | → | Hiring Official | → | Equity Admin (for Search Waivers) | → | Chair/Dept Approver | → | Dean/VP Approver | → | Provost/Pres Approver | → | UHR |

Creator — 3 days

Hiring Official — Position Supervisor — 2- 4 days

Chair/Dept → Dean/VP → Provost/Pres — 15-20 days

UHR — UHR Position Specialist — 7-10 days
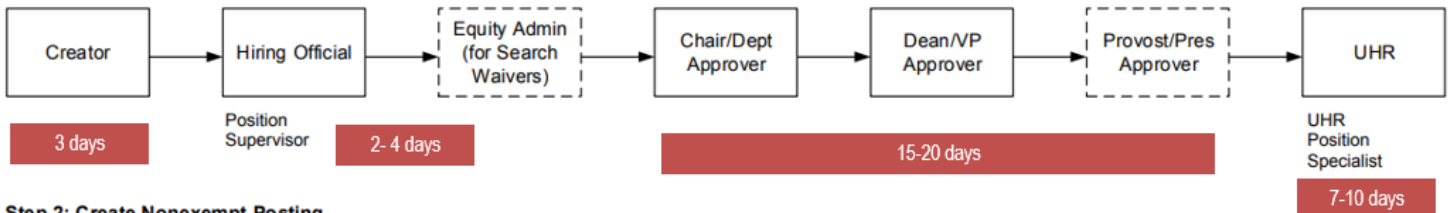
Step 2: Create Nonexempt Posting

| Creator | → | eTerp | → | UHR Analyst | → | Hiring Official | → | UHR Analyst | → | Hiring Official | → | Creator |

Creator — 3 days

eTerp — Position is posted — 8-10 days

UHR Analyst — Certifies & Send applicants to hiring official — 2- 4 days

Hiring Official — Reviews qualified applicants for list of eligibles and sends to UHR — Up to 3 weeks

UHR Analyst — Reviews recommended candidates and Sends approved list of eligibles to hiring official

Hiring Official — Conducts interviews / Selects candidate (s) for hire / Sends posting to creator — Up to 3 weeks

Step 3: Hiring Proposal – Nonexempt

| Creator | → | Hiring Official | → | Equity Admin | → | Chair/Dept Approver | → | Dean/VP Approver | → | Provost/Pres Approver | → | Creator Seat Position |

Hiring Official — Position Supervisor

Equity Admin — 5-7 days
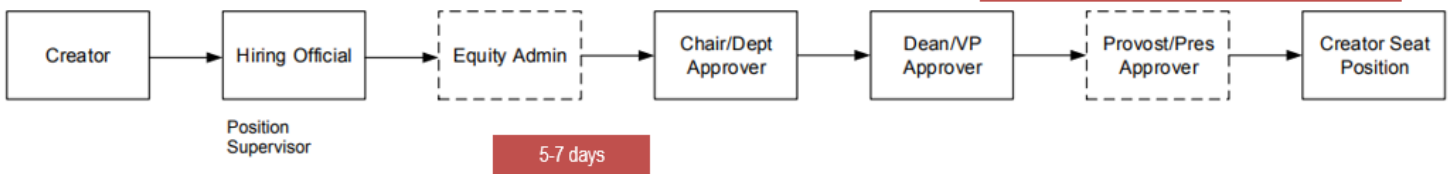
Step 4: Designating Posting as Filled (access posting and move to filled)

| Creator | → | Posting Filled |

Creator — 3-5 days

Last updated: 04/04/2016