# Schedule and process plan for recruitment processes

Planning the recruitment process provides an overview of sub-processes, deadlines and responsibilities. Therefore, it is a good idea to draw up a schedule and process plan for the entire recruitment process.

Typically, the hiring manager is the facilitator and initiates the various process steps.

Use the form below – adapt it to your local needs and the specific recruitment.

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| **Activity** | **Actions** |
| Process planning  *Time and process schedule*  *Appointments Committee* | Start by drawing up a schedule and process plan for the entire process so that you have a realistic process with clear milestones all the way from preparation to onboarding.  The time and process plan should describe the specific tasks in the recruitment process and allocate roles and responsibilities to:   * Identify and describe the job profile and the skills that the new employee should have * Describe the position and department to the applicants in connection with the job advertisement and job interviews * Post the job advertisement * Promote the job advertisement on e.g. social media or through other academic networks * Manage contact/communication with candidates * Screen candidates’ CVs/applications and assess whether the applicants’ skills and academic standards match the position * Invite candidates to interviews and possibly other activities, e.g. visits * Prepare tests and cases and formulate the questions to be asked in the interview * Manage the work of the appointments committee, ensure transparency and promote bias-free selection * Take up references * Manage contract negotiation * Schedule onboarding.   Consider who should be involved in the recruitment process and when, e.g.:   * Hiring manager * Immediate manager * HR staff * Colleagues of prospective employees * Prospective colleague’s partners   Decide who should be on the appointments committee and when will the committee be formed and included?  As a recommendation, the appointment committee is appointed early in the process and the hiring manager includes the committee throughout the process. The manager knows the needs of the organisation well, while the employee can have insight into the specific tasks to be solved and how to solve them. In addition to that, an HR employee can be the party who professionally handles process coordination and the use of tools along the way. Therefore, it is recommended to include at least the following persons in the recruitment process:  • The hiring manager  • An HR representative  • A colleague of the prospective candidate |
| Preparation  *Newly created position or backfill position*  *Job and Degree Qualifications Profile (DQP)* | Establish and describe the job profile and the skills that the new employee should have.  Newly created positions must be defined. In the case of a backfill position, consider whether it needs to be redefined, whether a reshuffle or reallocation of tasks within the unit are necessary, and whether new skills are needed.  The hiring manager (or other person in charge) considers, describes and aligns the job profile and Degree Qualifications Profile – with input from relevant parties:   * Ambition for the position * What the position offers that is attractive to potential candidates * What knowledge, skills, motivation and personality are ‘need to have’ and ‘nice to have’ in the prospective employee. |
| Advertising and candidate searching  *Job advertisement*  *Advertising*  *Search strategy*  *Sharing job advertisements* | Now [the hiring manager], with input from relevant parties/the appointments committee, draws up the job advertisement.  Once this is done, the position is ready to be advertised.  It is important to have a strategy for advertising and searching/attracting relevant candidates. The strategy should focus on potential candidates who are active job seekers as well as on those who are not job seekers but might be interested in the position.  Job advertisements are advertised a minimum of 14 days, which is a legal requirement.  Application deadlines are generally from 14 days to 4 weeks. A rule of thumb is that the more specialized the position, the longer the application deadline.  Once the job advertisement is posted online on job databases, it can be advantageously marketed in the unit’s academic network(s) and on social media. Social media can reach more people, and the job advertisement will get more attention – especially from non-active job seekers. |
| Screening of candidates  *Invitation to job interviews* | The [appointments committee] screens the applicants and discusses suitable candidates. It is important that a transparent and uniform screening of applicants is carried out on the basis of the requirements and wishes set out in the job advertisement. It’s a good idea to use a common screening template.  Next, [the hiring manager] invites the candidates to job interviews.  In general, 2–5 candidates are invited for an interview depending on the job type and field of applicants.  If there are internal applicants among the candidates, it is recommended that the interviews be held in a meeting room where the candidates do not risk meeting colleagues and other daily collaborators. |
| Candidate selection  *Interviews and selection*  *Use of personal profile tests*  *Use of case*  *Preparation and first interview*  *Selection for possible second interview*  *Obtaining references* | Before holding interviews, the appointments committee plans the course of the interviews and the roles of the appointments committee. It is important that the interview is structured and that everyone is prepared: Who is the main interviewer? What issues are important to clarify?  Develop a question guide that takes into account important questions, and which  identifies the areas that are important to the position.  Consider whether the classic interview can be complemented with the use of a case or a take-home assignment. You can also consider whether the use of tests can yield knowledge about candidates that can minimise the risk of recruitment errors. In the same way, you can qualify your impression of a preferred candidate by taking up references. Remember to set aside time for this in the schedule and process plan.  Personal profile testing can be done between the first and second interview. Feedback can occur between the first and second interview or during the actual second interview depending on the test type and situation. At SDU, entities wishing to use tests must find and enter into an agreement with a supplier themselves.  *Candidates may be asked to prepare and present a case.*  *The case typically consists of a 1–2-page case description with 2–3 questions attached. One of the advantages of the prepared case is that you get a sense of how much effort the candidate has put into it – and thus another impression of how motivated the candidate is.*  The purpose of the first interview is to uncover the candidate’s ability to perform the job in question and find out if the candidate is the right match for your unit.  In order to identify this, the interviewers must start with the concrete requirements and expectations that were drawn up when the job and degree qualifications profiles were identified and the job advertisement was drafted.  1–3 candidates are selected and invited for the second interview.  *If you want to use testing, the result can be presented to the appointments committee before the interviews commence.*  References are an important tool in the recruitment process to identify specific points of attention about a candidate.  References may be obtained **with the candidate’s consent** prior to the second interview (or possibly after the second interview). Do not ask about private matters (such as political, associational, sexual or criminal matters, as well as information about health conditions, significant social problems and misuse of stimulants).  On the other hand, it is allowed to ask whether the candidate is qualified, stable, responsible, loyal and the like. |
| *Reposting (if applicable)* | In the event of a lack of sufficiently suitable candidates for the position, the position should be re-posted. Before any re-posting, the advertisement must be completed. A decision is made on whether candidates are transferred to the new job advertisement or whether they are rejected and notified that the position will be re-opened and that they may re-apply if they so wish. |
| Appointment  *Letter of employment*  *Salary negotiations* | A decision is made on the best qualified candidate for the position.  Letter of employment is drawn up by HR.  Salary is negotiated by [the hiring manager] with the union representative of the negotiating organisation. The candidate’s seniority, experience and qualifications as well as the salary level among other employees are taken as a basis. |
| Rejection | The [hiring manager] gives verbal rejection to candidates who have been interviewed and a written rejection to the other candidates.  A good rejection is concrete, constructive, empathetic and personal, and must be conveyed in a timely manner. By devoting a few extra minutes to drafting the rejection, without making it too complicated, a rejected candidate can be turned into a potential ambassador for the organisation. |
| Onboarding | The right candidate for the job has been found and the contract is in the bag. The next step is to ensure a good welcome and introduction of the new employee. |