How to Improve your Time-to-Fill Metric: Accelerated Search Model

Professional Development Institute Brigid Hinterberger & Emily Rogers January 11, 2023

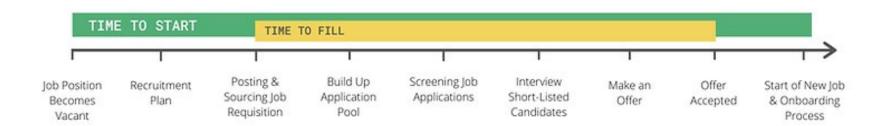
Takeaways

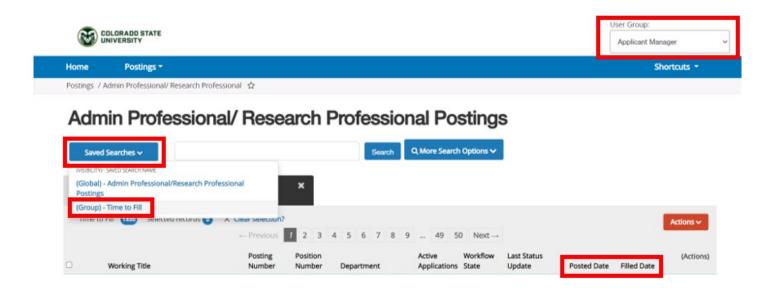
- Tracking time-to-fill
- Benefits of using the accelerated search model
- How accelerated searches work and are different from standard searches
- Other tips for accelerating hiring
- *Reminder that "fast" is only one piece of the puzzle



Time-to-Fill Metric

- Time between when the job is posted and when the candidate accepts the job offer.
- Indicates how efficient the search process is in filling a vacant position.
- National benchmark: 36 days*
- CSU benchmark: 76 days
- One key recruitment metric to help plan your hiring process.





Tracking Time-to-Fill

- User group: Applicant Manager
- Saved Search: Time to Fill
- Filter for your department
- Difference between:
 - Filled date (when the hiring proposal was approved)
 - Posted date (when the posting was approved and posted)
- Export to excel for more analysis

Why focus on accelerated searches?

The greatest labor trend in 2022 is the demand to recruit, hire, and retain great talent.



~ The Society for Human Resource Management (2022)*



Current resource in our toolbox only used by 34% of eligible searches

Essential to stay competitive, hire top candidates, save on resources, and net talent faster





Accelerated Search Process

Accelerated Search Process: Key Pieces



Eligibility

Non-director AP positions that pay \$80,000 or less



Search model

Hiring authority and at least one other individual serve as the modified committee

* Can involve additional stakeholders in the process/interviews

Hiring Authority does not need to be search chair trained though training is highly encouraged

EO Coordinator must be included in this process



Advertising and recruitment

Must advertise for a minimum of 2 weeks and 1 week

Must advertise broadly

*Cannot limit recruitment to only internal candidates

Standard Search

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Accelerated Search

Standard Search Process	Accelerated Search Process
Default search process for all positions	Modified process for any non-Director AP position that pays \$80k or less
 Search committee model Search chair leads a committee of 2+ individuals (along with an EOC) Search committee makes final recommendation to the hiring authority 	 Supervisory model Hiring authority and 1+ individual(s) (along with EOC) Modified committee makes all search/hiring decisions Can include additional stakeholders in the interviews for input
 Advertising requirement AP: 3 weekends and 2 weeks TT: 4 weekends and 3 weeks Must advertise broadly 	Advertising requirement2 weekends and 1 weekMust advertise broadly
Average total time 76 days (including weekends)	Average total time58 days (including weekends)
Benefits Includes many stakeholders via committee	 Benefits Shorter advertisement requirement Hiring authority directly involved Modified committee Reduces required time Reduces required resources
Challenges Time to fill Resources Candidate experience and retention	 Challenges May need to extend recruitment period if pool is too small More is asked of hiring authority

Standard Search Process

Default search process for all faculty and AP positions

Identify	Recruit	Screen	Interview	Recommend	Hire
Hiring authority identifies need to hire, search committee, and EO Coordinator Hiring authority charges committee 7-14 days (longer if position description must be modified)	Advertise posting and recruit applicants 16-20 days	Committee reviews and screens applications 1-14 days	Committee conducts interviews 7-28 days	Committee provides recommendation to hiring authority Conduct reference checks Hiring authority makes hiring decision 1-7 days	Hiring authority offers position contingent on background check Complete background check and finalize hire 1-14 days

Faculty and some AP staff hiring is conducted through the use of a search committee via the standard search process. The role of the search committee is to identify, recruit, evaluate and recommend candidates to fill positions.

For more information, please visit the OEO website:

- Summary of the standard search process
- Types of searches at CSU
- Other search process resources

Accelerated Search Process

Faster, alternate search process for any AP, non-director level position that pays \$80,000 or less

Identify Screen Interview Hire Recruit Hiring authority Advertise posting and Review and screen Conduct interviews & Hiring authority offers identifies need to hire, recruit applicants reference checks position contingent on applications additional committee background check 9-14 days 1-5 days Determine top member(s), and EO candidate Complete background Coordinator check and finalize hire 1-14 days 1-7 days (longer if 1-14 days position description must be modified)

Accelerated for 3 key reasons:

- Shorter advertisement requirement
- No search committee: it is the hiring authority and at least one other person conducting the search
- No recommendation stage

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Additional ways to accelerate hiring

- Review applications for minimum quals as they are received (do not wait for full consideration date)
- Smaller pools may move straight to finalist interviews
- Identify ideal timeline and schedule holds for meetings/interviews ASAP



JANUARY 2023 MON TUE SUN WED THU SAT FRI 6 Recruitment/ **Screening Period** 10 11 12 13 14 Recruitment/Screening Period 15 16 17 18 19 20 21 Review Full Semifinalist Schedule Semifinal Interviews Consideration **Applicant** Selection Interviews Materials* 22 24 25 26 27 28 Semifinal Interviews Finalist Schedule Selection Interviews 29 31 Final Interviews

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5	6 Final Committee Discussion	-	8 rence Che	g cks	Offer	11
12	13	BGC	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

^{*}Review of application materials may occur as soon as they are received in the system during the recruitment period.



Faster is just one piece of the recruitment puzzle

- Ensure an equitable and consistent process that identifies and hires top talent
- Mitigate implicit bias
- Create positive and inclusive experiences for applicants
- Engage in outreach and recruitment that highlights why work at CSU
 - Benefits, leave, employee study privilege
 - Connect candidates with key stakeholders

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Thank you

