Before Filling this Position…

- Did organizational issues prompt the vacancy (e.g., change of leadership, change of work requirements, frequent turnover, downsizing, etc.)?
- What would happen if this position were not filled /refilled?
- Could this be a half-time, part-time, seasonal, academic year, or temporary position?
- Is it the right time of year to search for this particular kind of position?
- Can some or all of the work be automated, outsourced, or distributed among others?
- Should an interim or acting appointment be made before a regular search?
- What changes have occurred with this position over time, such as new or different duties and greater responsibility?
- Are the title, classification, and compensation still accurate for this position?
- What has changed in the department/college/university?
- What has changed in the general workplace or in society that influences how this position works (e.g., changes in technology, computer and security requirements, labor shortage in this discipline/ field, changes in legal requirements, etc.)?
- What institutional initiatives, goals, or strategic aims are affected by or could be affected by this position?
- Are there diversity considerations for this position (e.g. gender, ethnicity, generational, etc.)?
- What unique characteristics did the incumbent have that are likely not to be replaced?
- Are there internal candidates who can be trained for this opportunity?
- Have all appropriate stakeholders had a voice in the position analysis?
- Should we consider waiting six months before filling the position to review and analyze whether the work can be eliminated, reshaped, absorbed, or reorganized?
- Is there a sufficient budget to conduct a successful search (e.g., advertising, recruiting, travel budgets, etc.)?
- Should the supervisor span be widened for greater efficiency?

Please contact the Office of Human Resources for a consultation:
        Paula Wilder at pwilder@umw.edu for position management
        Jeanette Holmes at jholmes6@umw.edu for recruitment.

Lee, C. (2014). Organizational Analysis, *Search Committees, A Comprehensive Guide to Successful Faculty, Staff and Administrative Searches* (pp 18-19). Sterling Virginia: Stylus Publishing.

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