



Upon receipt of permanent appointment notice (four months prior to notification date).	The candidate and the supervisor meet and discuss the documentation to be generated for the permanent appointment file and the means for securing such documentation.
Within one week following the initial meeting.	After discussion with the candidate, the supervisor will prepare a list of persons from whom confidential letters of recommendation will be solicited, a sample letter of solicitation, a statement of methods used to select objective (confidential) evaluators, and a brief description of the candidate's University employment history.
Within two weeks following the initial meeting.	The candidate provides the supervisor with a list of names of persons from whom the candidate will request non-confidential letters of recommendation. Such referees should be persons who have a direct knowledge of the candidate or his/her work.  The candidate also provides the supervisor with a resume or vitae and a statement of professional objectives, both signed and dated.
Within one week of receiving candidate's resume or vitae.	The supervisor solicits objective (confidential) letters of evaluation.
Within one week of completing his/her resume or vitae.	The candidate solicits non-confidential letters of evaluation.
Within 6 - 8 weeks of soliciting confidential letters of evaluation.	The supervisor prepares brief data on the objective evaluators, a brief description of the Unit's mission and candidate's job responsibilities and a full narrative evaluation of the candidate's performance, contributions, and future potential.
Within 6 - 8 weeks of soliciting non-confidential letters of evaluation.	The candidate will prepare a listing of publications or unpublished materials and other evidence of performance, achievement or recognition with appropriate samples.
Six months prior to notification date through the next three months.	The immediate supervisor or a third party (file manager), as selected by the candidate, assembles the permanent appointment file, assuring that all relevant data and statements are included and presented in an organized and clear fashion including all necessary correspondence and notification to all respondents.
Three months prior to notification date.	Deadline for completion of file.
Within one week of completion of file.	The supervisor shares his/her evaluation and recommendation with the candidate and provides a copy. Form HRM-3 is signed and dated by the supervisor and the candidate.
Fourth month.	The file is forwarded to the next administrative levels of review. All evaluations and recommendations generated by those in a direct line of supervision will be shared with the candidate.
Two months prior to notification date.	The file is forwarded to the Office of Human Resources Management for appropriate review and action by the President.